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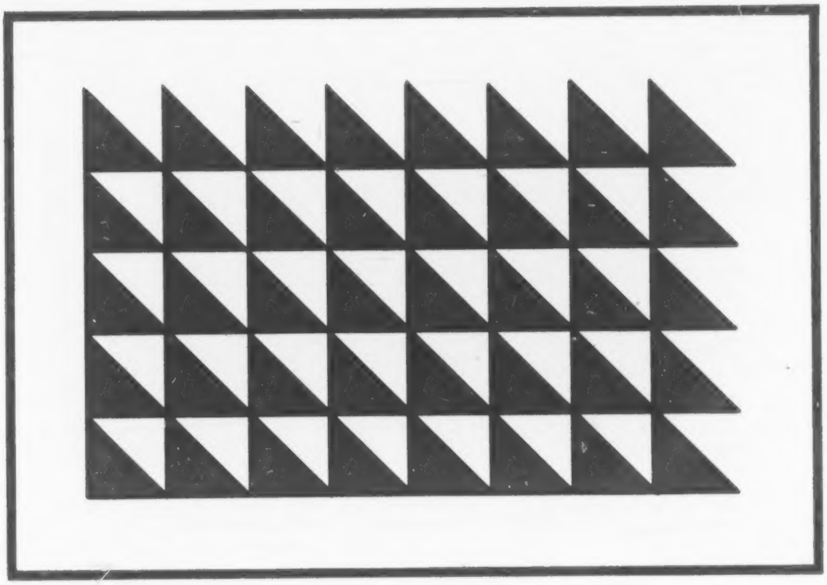
1989

AMS Management Salaries Report



Salary averages and starting rates for
20 "benchmark" management positions

Administrative Management Society, Trevose, PA

AMS
1989
Management Salaries Report

Salary rates for management employees in the United States and Canada

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A professional nonprofit association serving office management since 1919

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The following regions and cities are covered in this report:

EASTERN
Albany, NY
Allentown, PA (Lehigh Valley)
Binghamton, NY
Boston, MA
Buffalo, NY
Concord, NH
Harrisburg, PA
Hartford, CT
Lancaster, PA
Montgomery Cty., PA
Newark Area, NJ (Metro)
New York, NY
Philadelphia, PA
Pittsburgh, PA
Portland, ME
Providence, RI
Reading, PA
Rochester, NY
Stamford, CT
Syracuse, NY
Washington, DC
Westchester, NY
Wilmington, DE
York, PA

EAST CENTRAL
Akron-Canton, OH
Battlecreek-Kalamazoo, MI
Chicago, IL
Chicago (North/West), IL
Cincinnati, OH
Cleveland, OH
Columbus, OH
Dayton, OH
Detroit, MI
Evansville, IN
Fort Wayne, IN
Grand Rapids, MI
Indianapolis, IN
Rockford, IL
Toledo, OH

WEST CENTRAL
Cedar Rapids, IA
Davenport, IA
Des Moines, IA
Fargo-Moorhead, ND
Kansas City, MO
Lincoln, NE
Madison, WI
Mid-Missouri
Milwaukee, WI
Minneapolis-St. Paul, MN
Minnesota (Southern)
Omaha, NE
St. Louis, MO
Topeka, KS
Wichita, KS

SOUTHERN
Atlanta, GA
Birmingham, AL
Charlotte, NC
Columbia, SC
Dallas, TX
Fort Worth, TX
Georgia (Northwest)
Greensboro, NC
Greenville, SC
Houston, TX
Kingsport, TN
Knoxville, TN
Lexington, KY
Little Rock, AR
Louisville, KY
Norfolk, VA
Oklahoma City, OK
Orlando, FL
Raleigh, NC
Richmond, VA
Tulsa, OK
Winston-Salem, NC

WESTERN
Denver, CO
Los Angeles, CA
Oakland-East Bay, CA
Phoenix, AZ
Portland, OR
Sacramento, CA
Salem Area, OR
San Francisco, CA
San Jose, CA
Seattle, WA
Sequoia/Palo Alto, CA

CANADA
Calgary, Alberta
Edmonton, Alberta
Grand Valley, Ontario
Hamilton, Ontario
Regina, Saskatchewan
Toronto, Ontario

Introduction

The AMS Management Information Committee is pleased to present the results of the 17th annual AMS salary survey of management employees. This survey represents data collected from over 2,500 companies of all sizes and types across North America, incorporating over 28,000 exempt management employees.

Average salary rates, effective February 1, 1989, are provided for 16 middle management positions and four supervisory positions commonly found in most companies. This year, weighted averages have been added to the survey, and are reported for each position in all breakouts.

The salary data is broken out by region (five in U.S., plus Canada), by type of business (seven) and, new this year, by company size (two). Data is also reported for 92 cities across North America.

In addition, annual salary budget increases are given for 1989 (actual) and 1990 (projected) by region, type of business, size of company, and overall.

The AMS salary surveys are made possible through the cooperation of AMS chapters in cities throughout the United States and Canada. Salary survey coordinators in each chapter have solicited participation from a cross-section of member and nonmember companies in each city. Questionnaires are returned directly to AMS headquarters for processing to ensure the confidentiality of the salary data.

This report presents the overall results of the entire survey, with the breakouts as indicated above. More detailed results by city are provided to each chapter salary survey coordinator for publication of a local report. To determine the availability of a report for your city, contact the salary survey coordinator at AMS headquarters in Trevose, Pennsylvania.

We welcome your comments regarding the format of this survey, the positions covered, and other suggestions that will make this report a more effective tool for determining competitive salary rates for management and supervisory employees.

Guide To Use of Survey Data

The **1989 Management Salaries Report** presents annual base salary rates for 20 "benchmark" management and supervisory positions typically found in businesses throughout the United States and Canada, effective as of February 1, 1989. Rates for each position are reported by city and region overall, plus type of business and size of company breakouts.

In addition, salary budget information precedes the salary data, and reports actual increases for 1989 and projected increases for 1990. This information is reported overall by U.S. and Canada, by region, by type of business and by size of company.

EXPLANATION OF SALARY DATA

Each company participating in the survey was asked to provide one average rate for employees in each position. These rates are presented in this report as follows:

Weighted Average — the average annual salary rate weighted by the number of employees per company.

Average — the annual salary rate averaged by company. This "straight" rate is not affected by companies reporting a large number of employees, since each company's average for the position counts as one. Thus this rate may be more reliable in those cases where a large number of employees in one company has been reported and has strongly affected the weighted average. This can be seen where there is a significant difference between the "weighted average" and "average" figures. The "average" rate may also be more reliable where the sample size is small.

25th percentile — considering all the rates reported for a position, the low rate is the one that falls at the 25 percent mark up from the lowest rate reported. Rates less than this may generally be considered the extremes.

50th percentile — this rate represents the one that falls at the 50 percent mark (midpoint) of all the rates reported for a position. In a well-balanced sample, this rate will be close to the average.

75th percentile — this rate represents the one that falls at the 75 percent mark up from the lowest rate reported. Rates higher than this may generally be considered the extremes.

Start — the average annual starting rate for the position.

APPLYING THE INFORMATION

Since this report is considered a "benchmark" survey, the positions as defined on the following pages are general. Survey respondents have been encouraged to include data for employees whose responsibilities are similar to those in the following descriptions, but whose titles may not be the same.

Therefore, the data in this survey should be used with discretion. You are urged to review the responsibilities of each position description before making comparisons with the positions in your company. Do not make comparisons by title alone. You should not expect the salaries of your employees to be the same as those in this report. The AMS data should be used in conjunction with other data and in consideration of such factors as location, benefits, unique company characteristics, availability of applicants, etc.

A small number of responses for any given position in the city reports may not represent a sound sample. In this case, refer to position data for your region, type of business and/or size of company.

For further information about this or other AMS surveys, contact the salary survey coordinator at AMS Headquarters in Trevose, PA — 215-953-1040.

ams

1989 MANAGEMENT SALARY SURVEY —
POSITION DESCRIPTIONS

A ACCOUNTING MANAGER — Responsible for the general accounting records and operation of the accounting systems, including gathering and reporting of correct financial information to management. Establishes internal control of procedures and is responsible for developing, adapting or revising the accounting systems. Projects accounting data to show effects of proposed plans on capital investment, income cash position and overall financial condition. Assures standard accounting procedures are adhered to.

B AUDITING MANAGER — Responsible for audits of financial records and practices to appraise and verify the accounting accuracy of records, financial statements and reports. Determines that accepted accounting principles and policies are followed and evaluates the adequacy of the accounting systems and controls. Develops recommendations for improvements of records, procedures and internal controls. Prepares audit reports and trains auditors at entering professional levels.

C COST ACCOUNTING MANAGER — Devises cost-accounting systems and processes and supervises the compilations of information to determine and record costs by department, division, cost centers, product and other groupings. Devises classifications for labor, material, expenses and other items for computing costs of new products or services. Prepares reports, including manufacturing budgets, plant financial statements, operating control reports and variations from standard costs. Develops methods for calculating and controlling costs.

D CREDIT & COLLECTION MANAGER — Responsible for credit and collection activities. Establishes procedures for investigating, granting and controlling credit and collecting accounts due. Determines credit limits. Supervises mailing of collection letters and attempts to collect delinquent accounts. Investigates new customers' credit ratings and arranges terms of payment. Prepares reports showing status and amounts of credit and collections, and delinquent accounts.

E PAYROLL MANAGER — Supervises payroll functions, including the computation of deductions; preparation and verification of payrolls; maintenance of payroll records and reports; preparation of reports for federal, state and local government agencies; and processing of payments to employees. Determines that proper controls are followed to assure wages, salaries and deductions are being paid in accordance with established policy and labor agreements.

F ACCOUNTS PAYABLE SUPERVISOR — Supervises the processing of accounts payable, including maintaining records of amounts owed, verifying invoices, computing discounts and preparing vouchers for payment. Also responsible for the preparation of accounts and other reports as needed.

G PERSONNEL MANAGER — Responsible for developing, implementing and managing personnel/human resources-related programs and activities, including employment and placement activities; indoctrination, training and development programs; compensation plans, including wage and salary administration, and benefits programs; labor relations; compliance with governmental regulations covering employees. May also be responsible for health and medical services, safety and employee recreation programs.

H EMPLOYMENT MANAGER — Supervises the recruiting, interviewing, selection and placement of applicants for employment. Establishes employment practices within framework of company policy. Designs employment methods to attain recruiting objectives; places advertisements; develops recruiting schedules; assigns interviewing and selection functions to staff. Maintains records for unemployment compensation and periodic employment statistics.

I CUSTOMER SERVICE MANAGER — Responsible for the customer service department. Establishes policy and guidelines for responding to service requests and customer complaints. Trains staff to respond positively to customers with varying degree of objections and criticisms. Provides procedures for making decisions on service charges and writing off charges within company's allowable limits. Reports on types and numbers of complaints and keeps operating managers informed of product service trends.

J SALES MANAGER — Responsible for sales of company products through sales staff. Plans and coordinates sales programs; conducts sales promotion staff meetings for long- and short-range sales events; participates in meetings to select lines or items of merchandise to promote; and develops timing methods of promotion. Sets up schedules for sales volume. Develops sales budgets and forecasts and prepares operating reports.

K MARKETING MANAGER — Responsible for the development of overall marketing programs for company products. Devises strategies for gaining or improving market share; coordinating marketing strategies with sales, marketing and advertising personnel; product promotion; market research and reports.

L ADMINISTRATIVE/OFFICE SERVICES MANAGER — Responsible for administrative services including word processing, telephone, reception, printing and/or duplicating, filing, mailing, messenger, distribution of office supplies and similar services. Responsible for securing office equipment and supplies. Coordinates services with operating departments. Trains personnel to perform tasks.

M BUILDING SERVICES MANAGER — Responsible for the maintenance and repair of buildings, grounds, and equipment, and all related electrical and mechanical systems. Determines the most efficient and cost effective equipment or systems to purchase, and develops preventive maintenance schedules to ensure their continued efficient operation.

N MAILROOM SUPERVISOR — Supervises the receiving, sorting and distribution of incoming mail and the preparation of outgoing mail. Supervises delivery and mail collection employees.

O PURCHASING MANAGER — Responsible for the procurement of materials and supplies. Selects reliable sources; approves purchase orders; controls prices and quality; supervises purchasing personnel; maintains contact with suppliers. Locates and investigates potential supply sources; supervises the negotiation of purchase contracts and develops schedules for delivery of products.

P WAREHOUSE MANAGER — Responsible for storing or warehousing of raw materials, semi-finished and finished parts, merchandise and/or supplies. Provides for inspection of incoming material against order specifications; issues materials; maintains inventory records; maintains current transportation rate schedules; handles loading and routing of trucks.

Q SHIPPING/RECEIVING SUPERVISOR — Responsible for shipping, receiving and packaging operations, specifically identifying, counting or weighing items; reconciling materials against vendors' invoices; customer orders; and bills of lading. Supervises employees; keeps records of items shipped and received.

R PLANT MANAGER — Responsible for the manufacturing operations of fabricating, finishing, assembling and crating products. Develops manufacturing plans; maintains production schedules, quality, safety and cost standards. Supervises the allocation of material, manpower and equipment resources. Advises managers of optimum material and parts levels, manufacturing processes and procedures. Provides supervisory training on labor contract provisions; establishes safety standards. Prepares production, operating cost and budget reports.

S FOREMAN — Supervises an assigned work shift. Plans and schedules work to meet production schedules. Utilizes equipment and materials to meet quality standards in manufacturing products and assembling component parts. Maintains operation within established standards for cost, quality, labor, maintenance, scrap, safety, housekeeping, etc. Assigns employees to jobs; instructs them in performance of work; and familiarizes them with company rules and regulations.

T GENERAL FOREMAN — Supervises a production operation. Plans and schedules work to meet production schedules and makes efficient use of material, labor and equipment. Reviews production processes, assembly of component parts and equipment used to improve production standards. Assures adherence to operating standards as they affect equipment, production schedules, quality, labor and materials, budget plans and personnel. Coordinates the development, installation and evaluation of staff and service programs. Estimates manpower requirements and selects qualified employees.

Exempt Salary Budget Increases

1989 — Approved (%)

Type of Business	**Total U.S.**	**Eastern**	**East Central**	**West Central**	**South**	**West**	**Canada**
Manu./Proc./Const.	4.9	4.9	4.9	4.7	4.9	4.8	5.0
Bank./Ins./Fin.	5.4	5.5	5.4	5.3	5.4	5.5	5.4
Service	6.3	6.1	6.6	5.9	6.7	5.8	5.6
Retail/Wholesale	5.1	5.6	4.8	5.1	4.8	5.1	5.1
Util./Trans./Comm.	4.8	5.1	5.0	4.5	4.6	5.0	5.1
Educ./Gov't./Nonprof.	5.0	5.6	4.9	4.8	4.8	3.9	4.3
Other	5.4	5.5	5.4	4.9	5.2	5.8	5.3
Total	**5.2**	**5.4**	**5.2**	**5.1**	**5.3**	**5.2**	**5.1**
Size of Company							
Under 500 Emps.	5.4	5.5	5.3	5.2	5.4	5.3	5.1
Over 500 Emps.	5.0	5.2	5.0	4.8	5.0	5.0	5.1
1990 — Planned (%)							
Type of Business							
Manu./Proc./Const.	5.1	5.2	5.1	4.7	5.1	5.3	4.9
Bank./Ins./Fin.	5.5	5.7	5.5	5.4	5.5	5.1	5.0
Service	6.1	6.1	6.5	6.0	6.2	5.7	5.7
Retail/Wholesale	5.1	5.3	5.4	4.9	4.8	5.2	5.2
Util./Trans./Comm.	4.8	4.9	5.1	4.7	4.6	5.1	5.2
Educ./Gov't./Nonprof.	5.0	5.5	5.0	4.7	5.0	4.1	4.2
Other	5.6	5.8	5.7	4.9	5.5	6.0	5.1
Total	**5.4**	**5.6**	**5.4**	**5.1**	**5.4**	**5.3**	**5.0**
Size of Company							
Under 500 Emps.	5.5	5.7	5.4	5.2	5.5	5.3	4.9
Over 500 Emps.	5.1	5.2	5.3	4.8	5.0	5.3	4.5

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

TOTAL U.S.

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.5	44.9	38.4	34.4	30.7	25.5	43.6	35.5	34.4	48.5	51.9	33.6	38.6	24.3	41.1	32.9	27.1	52.9	32.9	36.9
AVERAGE	41.6	44.4	39.3	35.0	32.5	26.7	43.9	36.2	34.8	50.2	51.3	36.6	39.0	24.7	39.3	34.1	27.3	53.4	30.8	37.8
25TH	32.5	36.5	32.5	27.5	25.5	23.5	33.5	28.5	26.5	38.5	38.5	27.5	31.5	19.5	30.5	26.5	22.5	42.5	26.5	30.5
50TH	40.5	43.5	38.5	33.5	31.5	27.5	41.5	33.5	33.5	49.5	49.5	34.5	38.5	23.5	38.5	32.5	26.5	50.5	30.5	37.5
75TH	48.5	51.5	44.5	41.5	38.5	33.5	51.5	43.5	40.5	59.5	62.5	43.5	45.5	28.5	47.5	40.5	32.5	61.5	34.5	43.5
START	34.9	37.2	33.0	29.2	26.9	24.5	36.8	30.4	29.7	39.7	41.7	30.2	31.6	20.4	32.5	28.4	23.1	44.2	25.7	31.0
NO. COMPANIES	1419	433	401	619	665	654	1128	496	664	661	695	773	726	564	350	459	578	484	571	335
NO. EMPLOYEES	1852	700	485	762	803	972	1299	595	1068	1551	1051	1263	920	824	1279	598	943	717	6518	1665

EASTERN UNITED STATES

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.5	44.1	40.1	35.4	32.6	29.0	42.6	35.1	33.9	48.8	49.8	35.6	40.6	22.3	38.9	33.3	26.5	52.5	31.6	35.7
AVERAGE	40.7	43.6	40.0	33.7	31.8	28.0	42.3	35.2	34.0	49.6	50.8	35.8	37.9	23.3	38.1	34.2	26.6	53.0	30.7	36.7
25TH	31.5	35.5	33.5	26.5	24.5	22.5	32.5	27.5	27.5	39.5	36.5	26.5	30.5	18.5	28.5	26.5	21.5	42.5	26.5	30.5
50TH	39.5	42.5	38.5	31.5	30.5	26.5	39.5	33.5	32.5	47.5	48.5	32.5	37.5	22.5	37.5	32.5	25.5	52.5	30.5	36.5
75TH	48.5	49.5	44.5	39.5	38.5	32.5	49.5	41.5	39.5	59.5	64.5	43.5	45.5	26.5	46.5	40.5	30.5	61.5	34.5	42.5
START	34.7	36.7	34.2	28.6	26.6	23.6	36.3	30.5	29.1	39.5	41.3	30.1	31.4	19.8	31.7	28.0	22.3	44.5	25.5	29.7
NO. COMPANIES	406	128	118	194	184	186	330	140	196	197	215	203	213	147	272	129	167	155	176	131
NO. EMPLOYEES	516	185	129	232	195	213	379	152	347	373	287	295	268	315	336	174	249	237	1759	520

EAST CENTRAL UNITED STATES

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.2	44.5	39.9	36.8	33.1	29.2	44.9	36.1	35.6	47.4	54.3	33.1	40.7	25.2	41.9	35.5	28.6	52.8	31.3	37.3
AVERAGE	41.5	43.1	39.3	36.9	32.8	29.4	44.6	35.9	35.5	52.6	51.7	35.6	41.0	25.3	40.6	35.4	28.6	54.5	30.7	38.4
25TH	33.5	35.5	33.5	30.5	26.5	24.5	34.5	27.5	27.5	41.5	39.5	27.5	32.5	20.5	32.5	28.5	24.5	44.5	27.5	33.5
50TH	40.5	43.5	38.5	35.5	31.5	28.5	42.5	33.5	34.5	50.5	47.5	34.5	40.5	24.5	40.5	34.5	26.5	53.5	30.5	38.5
75TH	48.5	48.5	44.5	42.5	37.5	33.5	52.5	45.5	42.5	61.5	61.5	41.5	47.5	29.5	47.5	42.5	33.5	62.5	33.5	43.5
START	35.0	36.7	31.3	30.6	27.6	25.2	37.4	29.5	30.3	42.7	42.2	29.5	32.9	20.9	33.6	29.5	24.4	45.1	25.9	32.1
NO. COMPANIES	324	73	105	147	156	153	256	121	160	158	148	159	165	141	239	97	163	130	165	107
NO. EMPLOYEES	401	106	113	173	164	174	284	134	207	445	240	196	186	147	265	122	226	188	1709	355

WEST CENTRAL UNITED STATES

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.0	45.8	36.8	31.7	27.1	21.6	41.3	32.9	34.0	45.2	49.7	29.4	34.4	25.3	41.9	30.3	25.4	53.5	36.6	37.0
AVERAGE	40.6	43.6	37.7	32.9	31.5	28.1	42.8	34.9	33.8	46.7	46.5	34.8	36.7	23.9	37.7	32.5	26.9	50.6	30.1	36.7
25TH	32.5	33.5	32.5	26.5	24.5	22.5	32.5	27.5	25.5	35.5	37.5	27.5	29.5	19.5	29.5	25.5	22.5	42.5	25.5	30.5
50TH	39.5	43.5	38.5	30.5	30.5	27.5	41.5	33.5	32.5	45.5	48.5	33.5	35.5	22.5	37.5	30.5	26.5	47.5	29.5	35.5
75TH	45.5	50.5	43.5	38.5	37.5	33.5	49.5	39.5	39.5	55.5	57.5	41.5	43.5	28.5	44.5	38.5	32.5	56.5	34.5	42.5
START	32.8	35.6	31.1	27.8	25.4	24.4	35.5	29.2	28.4	35.7	37.9	28.5	29.0	19.7	31.3	27.5	22.6	39.3	25.3	30.8
NO. COMPANIES	291	86	77	123	136	114	224	97	126	127	144	175	149	113	184	97	115	91	100	77
NO. EMPLOYEES	402	183	99	151	222	319	260	143	224	326	209	395	194	181	300	205	255	124	1461	356

SOUTHERN UNITED STATES

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	42.5	42.4	37.6	31.7	26.5	23.3	44.2	37.2	33.6	53.3	53.5	35.2	36.8	25.1	42.3	32.5	27.5	52.4	31.6	37.1
AVERAGE	43.1	44.7	40.1	36.1	32.6	28.7	44.9	38.0	35.3	52.3	53.1	38.2	39.3	25.4	40.9	33.5	26.8	54.1	30.2	38.2
25TH	33.5	37.5	32.5	26.5	25.5	22.5	33.5	30.5	26.5	38.5	39.5	28.5	31.5	20.5	29.5	23.5	21.5	39.5	24.5	28.5
50TH	41.5	42.5	38.5	34.5	30.5	27.5	41.5	35.5	33.5	50.5	51.5	36.5	38.5	23.5	38.5	31.5	25.5	50.5	30.5	36.5
75TH	51.5	51.5	45.5	43.5	39.5	33.5	53.5	45.5	41.5	61.5	64.5	44.5	45.5	28.5	46.5	40.5	30.5	63.5	34.5	45.5
START	36.4	38.2	34.5	30.0	27.3	24.3	37.2	32.3	30.3	40.7	44.1	31.4	31.6	20.5	33.2	27.9	22.1	46.2	24.8	29.5
NO. COMPANIES	277	102	85	112	137	137	230	104	132	129	143	155	153	119	167	92	103	77	99	59
NO. EMPLOYEES	394	163	126	160	162	194	286	129	192	304	259	230	224	133	270	125	175	117	1420	379

WESTERN UNITED STATES

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	43.9	52.0	36.9	37.7	36.8	29.9	48.9	39.0	36.2	47.9	52.7	38.9	44.5	27.6	40.5	35.5	29.0	54.4	40.0	42.5
AVERAGE	44.0	50.1	36.9	38.0	35.9	29.7	48.2	40.2	36.7	49.0	55.4	40.9	44.5	27.8	39.2	35.0	28.2	55.8	35.4	44.7
25TH	35.5	38.5	31.5	29.5	26.5	24.5	36.5	32.5	28.5	40.5	39.5	30.5	36.5	22.5	30.5	26.5	21.5	45.5	28.5	35.5
50TH	41.5	46.5	38.5	35.5	34.5	27.5	44.5	36.5	34.5	48.5	52.5	37.5	41.5	26.5	37.5	31.5	26.5	50.5	35.5	44.5
75TH	53.5	57.5	43.5	43.5	41.5	34.5	53.5	49.5	42.5	53.5	66.5	47.5	52.5	31.5	45.5	40.5	33.5	73.5	39.5	48.5
START	37.0	41.5	32.6	29.7	29.8	25.7	39.5	31.8	31.6	39.0	47.0	33.0	36.0	22.6	32.8	29.5	27.4	46.7	30.9	38.1
NO. COMPANIES	121	39	16	43	50	64	88	34	50	50	45	61	46	44	66	44	30	31	31	21
NO. EMPLOYEES	139	63	16	46	50	72	90	38	98	103	56	151	48	48	68	72	38	51	169	55

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

TOTAL U.S. — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	42.7	46.2	40.2	37.3	33.6	30.1	43.4	37.9	36.3	53.0	55.6	36.6	42.0	26.8	44.4	36.1	29.7	54.2	33.1	38.6
AVERAGE	42.6	46.0	40.3	37.5	33.3	30.0	43.6	37.9	36.6	54.4	55.4	37.0	42.0	26.5	42.8	36.3	29.3	55.1	31.1	38.3
25TH	34.5	38.5	34.5	29.5	26.5	24.5	34.5	29.5	29.5	44.5	45.5	27.5	33.5	21.5	33.5	28.5	24.5	44.5	27.5	32.5
50TH	41.5	44.5	39.5	35.5	32.5	29.5	42.5	33.5	35.5	53.5	53.5	34.5	41.5	24.5	42.5	35.5	29.5	52.5	30.5	38.5
75TH	49.5	53.5	44.5	43.5	39.5	35.5	50.5	45.5	42.5	61.5	65.5	43.5	46.5	31.5	49.5	42.5	33.5	62.5	34.5	43.5
START	36.5	40.6	34.2	32.1	28.6	26.4	38.0	32.3	31.3	44.9	45.8	31.4	34.8	23.1	35.5	30.1	25.1	45.8	26.6	31.8
NO. COMPANIES	432	66	213	242	194	199	356	121	265	289	216	165	165	94	390	185	328	377	414	290
NO. EMPLOYEES	544	82	228	266	200	209	444	131	310	720	361	171	209	100	492	255	460	573	5260	1158

BANKING/INSURANCE/FINANCE JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	42.4	45.4	38.7	30.6	30.2	27.1	46.4	35.7	31.4	48.0	52.0	38.0	36.9	23.4	32.6	29.9	24.6	52.6	28.9	32.2
AVERAGE	43.2	43.7	38.8	31.3	30.2	26.9	46.9	35.6	32.5	50.8	51.9	39.5	36.8	23.6	32.9	28.9	24.4	52.6	27.7	45.1
25TH	32.5	35.5	32.5	23.5	24.5	22.5	34.5	27.5	25.5	40.5	38.5	30.5	29.5	18.5	25.5	20.5	21.5	40.5	13.5	25.5
50TH	42.5	42.5	37.5	28.5	26.5	26.5	43.5	33.5	31.5	48.5	47.5	37.5	36.5	22.5	32.5	30.5	23.5	40.5	19.5	40.5
75TH	50.5	49.5	43.5	37.5	35.5	30.5	55.5	40.5	38.5	60.5	63.5	46.5	42.5	27.5	40.5	34.5	28.5	65.5	36.5	49.5
START	34.2	36.5	31.9	25.4	24.3	21.9	37.6	29.2	28.4	39.0	41.6	32.0	29.3	19.3	27.0	22.7	20.3	41.7	21.2	36.7
NO. COMPANIES	287	171	75	107	134	128	238	123	142	95	173	179	180	213	137	21	39	2	2	7
NO. EMPLOYEES	360	261	77	137	135	144	247	129	294	198	212	210	185	230	140	21	40	2	7	23

SERVICE(BUSINESS,EMPLOYMENT,ENTERTAINMENT,ETC.) JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	38.0	47.4	37.0	31.6	30.1	25.2	39.3	28.8	37.2	44.6	49.2	33.6	36.6	25.3	34.7	28.5	23.1	45.1	28.3	38.0
AVERAGE	37.1	44.5	36.4	32.2	29.9	24.9	38.7	30.3	32.1	41.5	46.2	33.3	37.2	25.3	33.7	28.5	22.8	48.0	29.6	38.7
25TH	30.5	35.5	26.5	25.5	23.5	19.5	30.5	22.5	23.5	29.5	34.5	24.5	29.5	22.5	26.5	20.5	19.5	32.5	23.5	31.5
50TH	35.5	39.5	35.5	31.5	29.5	23.5	36.5	29.5	29.5	39.5	40.5	31.5	35.5	25.5	32.5	26.5	21.5	47.5	26.5	32.5
75TH	42.5	52.5	39.5	38.5	36.5	28.5	45.5	36.5	36.5	50.5	55.5	40.5	46.5	28.5	40.5	32.5	24.5	59.5	31.5	36.5
START	33.3	41.0	34.2	25.6	24.4	21.5	32.6	26.6	26.2	30.6	38.0	28.2	29.0	20.9	28.8	23.8	19.3	40.3	24.7	34.2
NO. COMPANIES	120	22	16	42	49	52	39	41	56	72	58	113	44	31	46	20	24	11	14	10
NO. EMPLOYEES	145	88	13	52	50	58	111	53	117	151	91	204	46	32	68	20	30	13	79	13

RETAIL/WHOLESALE SALES & DISTRIBUTION

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	38.3	45.5	33.9	33.9	31.1	27.2	39.2	36.9	30.3	40.9	49.6	35.0	35.5	24.2	38.9	31.8	26.4	45.2	29.2	33.4
AVERAGE	38.7	44.5	36.6	33.4	31.2	26.8	38.9	37.4	30.8	45.6	51.2	35.1	35.5	23.8	36.9	33.2	24.9	45.1	28.3	32.9
25TH	30.5	33.5	28.5	25.5	24.5	21.5	23.5	27.5	23.5	36.5	39.5	27.5	27.5	18.5	29.5	25.5	18.5	34.5	22.5	26.5
50TH	36.5	42.5	34.5	31.5	28.5	26.5	36.5	33.5	30.5	43.5	50.5	33.5	34.5	22.5	35.5	30.5	23.5	40.5	27.5	30.5
75TH	44.5	55.5	43.5	38.5	38.5	29.5	46.5	45.5	37.5	52.5	63.5	38.5	44.5	29.5	43.5	40.5	29.5	54.5	32.5	35.5
START	33.1	35.9	30.2	29.5	26.0	24.0	32.1	28.5	27.1	36.5	44.4	26.8	29.3	20.5	30.8	28.7	20.4	37.1	22.2	26.0
NO. COMPANIES	137	31	21	78	59	83	92	30	66	98	68	68	47	38	92	112	67	31	42	21
NO. EMPLOYEES	174	36	28	88	60	105	105	32	78	236	114	73	47	40	132	203	156	39	178	65

UTILITIES/TRANSPORTATION/COMMUNICATIONS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	47.7	51.3	46.5	42.6	42.6	36.8	54.3	45.0	37.8	43.7	53.2	38.0	43.7	27.7	45.8	37.5	30.3	53.6	36.3	46.2
AVERAGE	47.2	50.1	46.5	39.6	42.3	34.9	53.5	45.4	40.5	47.6	52.8	41.0	42.9	27.7	47.0	40.2	30.9	53.1	35.4	42.9
25TH	38.5	41.5	27.5	33.5	33.5	28.5	41.5	35.5	32.5	36.5	40.5	31.5	35.5	22.5	35.5	33.5	25.5	39.5	31.5	35.5
50TH	45.5	47.5	46.5	38.5	42.5	34.5	49.5	45.5	38.5	47.5	48.5	40.5	41.5	25.5	47.5	37.5	30.5	51.5	35.5	43.5
75TH	53.5	57.5	57.5	44.5	47.5	41.5	63.5	52.5	46.5	55.5	64.5	45.5	50.5	34.5	53.5	44.5	36.5	60.5	38.5	46.5
START	38.4	42.6	37.2	33.0	34.4	30.1	46.4	36.6	33.1	35.3	42.5	33.5	35.5	23.3	37.7	32.3	26.2	43.4	27.3	32.8
NO. COMPANIES	79	35	16	43	49	47	51	35	58	31	46	47	52	39	63	37	24	20	33	18
NO. EMPLOYEES	103	62	16	64	53	59	57	39	119	54	63	62	132	39	94	59	34	32	542	81

EDUCATION/GOVERNMENT/NONPROFIT

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.2	37.5	34.5	27.2	24.7	18.3	43.6	32.3	34.4	35.8	36.5	28.5	34.8	23.3	41.4	26.5	20.8	43.6	25.1	26.7
AVERAGE	39.3	40.8	36.6	31.4	31.0	27.9	44.9	34.0	32.7	36.2	41.4	32.4	38.3	23.5	36.6	28.7	22.8	44.5	25.8	29.0
25TH	31.5	32.5	31.5	25.5	24.5	22.5	34.5	27.5	25.5	27.5	30.5	24.5	30.5	19.5	28.5	21.5	19.5	32.5	21.5	24.5
50TH	38.5	39.5	34.5	29.5	29.5	27.5	44.5	31.5	31.5	32.5	39.5	30.5	37.5	22.5	35.5	26.5	22.5	44.5	24.5	28.5
75TH	47.5	47.5	40.5	36.5	37.5	33.5	54.5	41.5	39.5	45.5	50.5	39.5	44.5	27.5	43.5	35.5	25.5	47.5	30.5	34.5
START	33.6	34.4	30.7	26.8	25.2	23.4	36.6	29.3	29.2	29.1	32.9	26.6	30.6	19.0	30.3	24.3	19.0	36.4	21.8	25.7
NO. COMPANIES	205	67	29	49	108	81	165	94	33	27	58	103	142	90	135	55	60	21	39	27
NO. EMPLOYEES	304	120	81	89	226	322	199	146	99	72	77	440	224	318	241	99	160	25	262	231

OTHER

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.8	45.8	35.7	34.8	33.1	30.1	41.5	36.4	32.1	51.9	51.9	37.3	39.1	25.6	38.9	31.1	25.6	48.9	33.0	36.6
AVERAGE	41.3	45.0	35.5	35.4	32.6	29.9	41.5	35.8	34.3	55.8	48.6	37.4	39.3	26.1	37.3	32.9	25.4	47.5	31.5	39.9
25TH	33.5	37.5	30.5	28.5	26.5	24.5	33.5	26.5	26.5	39.5	36.5	28.5	30.5	20.5	28.5	26.5	21.5	38.5	28.5	30.5
50TH	39.5	44.5	34.5	32.5	31.5	28.5	38.5	34.5	32.5	52.5	44.5	34.5	40.5	24.5	36.5	30.5	24.5	44.5	31.5	39.5
75TH	46.5	49.5	43.5	42.5	39.5	33.5	48.5	40.5	39.5	67.5	60.5	45.5	47.5	27.5	44.5	40.5	28.5	53.5	35.5	45.5
START	34.8	38.4	23.5	27.7	28.3	25.0	34.5	31.3	28.1	43.0	39.2	31.7	31.5	21.1	31.9	28.9	23.2	36.3	25.9	28.5
NO. COMPANIES	159	41	31	58	72	64	127	52	41	49	76	98	76	59	87	29	36	22	27	22
NO. EMPLOYEES	222	51	36	66	73	75	136	65	51	120	133	109	77	65	112	41	43	33	190	94

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

EASTERN U.S. — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION								JOB CATEGORY												
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.7	45.3	40.0	35.3	33.2	28.7	42.1	35.6	35.6	53.6	54.5	36.0	40.8	24.1	42.0	35.5	28.3	53.8	31.6	36.3
AVERAGE	41.3	45.7	39.7	35.5	32.9	28.6	42.0	35.6	35.6	53.9	56.2	36.0	40.3	24.2	41.0	36.2	28.3	56.4	30.6	37.4
25TH	33.5	33.5	34.5	26.5	24.5	23.5	33.5	29.5	23.5	45.5	46.5	26.5	33.5	20.5	32.5	29.5	24.5	44.5	27.5	31.5
50TH	39.5	42.5	39.5	33.5	32.5	29.5	42.5	32.5	34.5	53.5	52.5	33.5	41.5	24.5	38.5	34.5	26.5	54.5	30.5	37.5
75TH	46.5	56.5	44.5	43.5	39.5	32.5	50.5	39.5	40.5	60.5	66.5	44.5	46.5	27.5	48.5	41.5	32.5	64.5	33.5	42.5
START	36.9	39.3	35.2	31.5	29.0	25.3	37.3	30.2	30.8	45.4	46.7	30.7	33.9	22.6	34.8	28.3	24.5	46.4	26.4	30.9
NO. COMPANIES	136	24	70	81	64	63	125	35	88	92	70	55	71	28	123	62	101	127	136	100
NO. EMPLOYEES	161	28	75	88	64	71	153	35	96	168	97	55	77	29	146	73	155	203	1524	392

BANKING/INSURANCE/FINANCE								JOB CATEGORY												
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	42.4	41.4	42.1	30.9	25.6	27.6	48.8	33.4	29.2	44.5	51.1	38.5	35.3	20.4	31.2	32.8	26.1			26.9
AVERAGE	43.2	41.1	42.1	30.5	28.6	26.6	49.0	33.3	29.6	46.9	51.4	38.8	35.1	20.5	31.2	32.8	26.1			37.2
25TH	30.5	35.5	34.5	20.5	22.5	20.5	35.5	25.5	22.5	37.5	36.5	30.5	26.5	16.5	21.5	18.5	19.5			25.5
50TH	43.5	40.5	37.5	27.5	27.5	26.5	42.5	31.5	30.5	42.5	45.5	35.5	34.5	20.5	27.5	30.5	21.5			25.5
75TH	49.5	47.5	44.5	36.5	32.5	30.5	56.5	39.5	33.5	52.5	64.5	43.5	40.5	24.5	40.5	46.5	29.5			49.5
START	35.6	34.7	32.9	24.6	23.0	21.1	33.6	29.3	25.9	33.1	40.8	33.3	27.6	17.7	26.0	27.7	21.7			20.6
NO. COMPANIES	72	53	19	32	36	31	57	36	39	27	50	37	49	51	43	6	8			2
NO. EMPLOYEES	34	77	19	34	36	35	58	39	122	40	57	45	50	53	43	6	8			13

SERVICE(BUSINESS,EMPLOYMENT,ENTERTAINMENT,ETC.)								JOB CATEGORY												
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	36.5	43.2	37.1	30.5	32.5	25.6	35.2	30.1	37.8	43.8	46.1	31.3	34.9	25.7	31.9	30.2	24.5	48.1	30.1	39.1
AVERAGE	35.3	42.1	35.2	30.6	32.1	24.9	33.1	30.2	30.5	43.6	45.2	32.4	34.8	25.7	30.9	30.2	24.1	48.1	33.2	39.3
25TH	26.5	35.5	33.5	25.5	26.5	18.5	28.5	22.5	26.5	30.5	34.5	22.5	29.5	23.5	24.5	19.5	16.5	40.5	25.5	31.5
50TH	32.5	38.5	33.8	28.5	32.5	22.5	32.5	30.5	29.5	40.5	45.5	26.5	35.5	26.5	31.5	26.5	22.5	45.5	31.5	38.5
75TH	40.5	45.5	40.5	36.5	38.5	26.5	39.5	39.5	33.5	50.5	50.5	40.5	40.5	28.5	34.5	33.5	30.5	49.5	45.5	38.5
START	31.5	40.5	34.6	24.1	26.3	21.5	28.6	26.7	26.4	32.0	35.6	27.9	26.9	22.2	27.1	26.3	19.7	37.4	24.6	29.1
NO. COMPANIES	34	10	5	20	17	18	31	13	17	24	21	32	15	9	17	8	10	5	7	5
NO. EMPLOYEES	39	16	7	21	18	24	41	14	55	66	30	59	16	9	33	8	14	5	25	7

RETAIL/WHOLESALE SALES & DISTRIBUTION

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	37.5	45.2	37.7	33.1	28.5	24.4	38.0	34.4	32.1	44.8	48.7	35.8	34.8	22.0	37.5	30.5	24.9	39.9	32.3	32.0
AVERAGE	37.9	45.2	41.8	33.1	28.5	24.4	38.2	35.6	33.4	42.6	49.5	35.8	34.8	22.0	37.6	32.3	24.9	39.9	32.4	29.2
25TH	29.5	31.5	29.5	26.5	23.5	20.5	28.5	24.5	25.5	30.5	32.5	21.5	30.5	18.5	27.5	23.5	18.5	35.5	22.5	25.5
50TH	34.5	42.5	31.5	30.5	27.5	23.5	33.5	29.5	31.5	41.5	46.5	28.5	36.5	19.5	33.5	29.5	21.5	37.5	28.5	28.5
75TH	45.5	43.5	45.5	38.5	29.5	23.5	38.5	34.5	39.5	46.5	63.5	36.5	40.5	24.5	43.5	40.5	29.5	42.5	34.5	35.5
START	28.7	32.2	29.1	29.6	24.8	21.8	30.2	24.5	28.7	38.3	43.5	24.8	27.7	19.3	31.6	27.2	19.3	40.7	21.7	24.0
NO. COMPANIES	34	7	5	22	10	18	24	8	19	26	17	12	11	8	24	30	20	5	9	6
NO. EMPLOYEES	39	7	7	22	10	19	25	10	23	44	21	12	11	9	35	50	27	5	34	25

UTILITIES/TRANSPORTATION/COMMUNICATIONS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	48.7	54.7		47.0	46.2	43.4	50.6	55.4	41.5	43.2	53.4	39.1	55.5	30.0	48.5	42.6	22.0	53.5	34.3	36.3
AVERAGE	45.9	47.8		40.0	45.4	39.3	47.6	56.2	40.2	45.3	48.5	40.0	49.5	30.0	46.6	40.5	22.7	51.7	35.6	35.7
25TH	37.5	37.5		37.5	41.5	38.5	35.5	49.5	31.[illegible]	40.5	28.5	26.5	43.5	23.5	47.5	34.5	20.5	38.5	31.5	31.5
50TH	41.5	39.5		39.5	45.5	41.5	43.5	58.5	39.5	41.5	41.5	33.5	50.5	26.5	48.5	39.5	20.5	39.5	34.5	35.5
75TH	53.5	55.5		44.5	47.5	45.5	45.5	64.5	42.5	52.5	64.5	45.5	56.5	41.5	51.5	44.5	25.5	68.5	39.5	36.5
START	38.9	43.5		33.7	36.2	33.3	46.0	44.5	33.7	34.7	37.9	33.8	44.2	24.9	38.2	29.2	20.4	43.3	29.1	33.2
NO. COMPANIES	16	4		9	9	10	12	7	10	5	8	16	8	7	9	4	2	7	6	5
NO. EMPLOYEES	33	13		28	13	18	16	8	27	9	12	17	45	7	16	9	3	13	50	12

EDUCATION/GOVERNMENT/NONPROFIT

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.5	40.9	42.7	37.5	30.7	27.9	43.8	33.4	32.8	28.3	33.5	35.8	36.1	21.8	37.1	28.9	21.3	34.2	27.8	30.1
AVERAGE	39.1	42.4	41.7	31.6	29.6	27.7	42.2	33.9	31.9	29.0	36.5	32.5	35.8	23.8	36.5	29.7	21.3	34.2	25.4	27.0
25TH	27.5	35.5	31.5	24.5	22.5	22.5	32.5	23.5	25.5	25.5	28.5	23.5	30.5	19.5	27.5	22.5	19.5	23.5	21.5	17.5
50TH	38.5	44.5	39.5	26.5	26.5	26.5	41.5	35.5	31.5	27.5	31.5	30.5	35.5	22.5	31.5	28.5	21.5	27.5	24.5	30.5
75TH	43.5	51.5	46.5	35.5	35.5	33.5	49.5	41.5	41.5	31.5	46.5	39.5	41.5	28.5	44.5	33.5	24.5	45.5	31.5	36.5
START	32.1	33.7	32.6	27.4	23.8	21.9	35.4	30.9	29.6	22.9	32.1	27.2	29.7	18.5	30.8	25.2	18.3	31.1	19.9	23.3
NO. COMPANIES	61	15	9	13	26	23	41	23	10	7	22	27	38	27	32	12	16	8	11	7
NO. EMPLOYEES	91	24	10	20	32	25	45	24	11	18	38	83	47	192	34	21	32	8	66	39

OTHER

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.8	49.6	37.8	32.8	33.7	29.5	41.3	35.0	38.5	58.9	55.8	36.5	38.4	25.9	40.6	35.7	24.2	35.4	34.2	40.2
AVERAGE	41.2	49.6	37.8	33.6	32.6	28.7	41.4	35.7	38.5	60.7	53.1	36.5	39.0	25.9	39.7	35.7	24.2	35.4	34.0	41.4
25TH	33.5	42.5	33.5	29.5	26.5	24.5	33.5	26.5	30.5	50.5	37.5	25.5	28.5	20.5	28.5	30.5	21.5	25.5	31.5	36.5
50TH	37.5	48.5	37.5	31.5	30.5	27.5	38.5	33.5	39.5	55.5	52.5	31.5	40.5	23.5	38.5	35.5	22.5	31.5	32.5	39.5
75TH	48.5	56.5	44.5	34.5	38.5	31.5	48.5	36.5	40.5	75.5	70.5	40.5	47.5	27.5	46.5	40.5	25.5	49.5	37.5	46.5
START	35.3	43.1	33.7	27.7	28.7	24.6	34.6	32.4	32.0	46.1	41.1	29.4	35.5	21.7	34.4	29.3	21.0	26.2	28.2	31.1
NO. COMPANIES	51	15	10	17	20	17	40	16	13	16	27	24	21	17	24	7	10	3	7	6
NO. EMPLOYEES	59	20	10	19	22	21	41	22	13	28	32	24	22	17	29	7	10	3	60	32

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

EAST CENTRAL U.S. — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	42.6	45.9	39.5	38.8	33.9	30.2	45.6	37.5	37.6	52.8	56.7	34.7	43.3	27.8	44.8	36.6	30.7	53.9	30.9	37.5
AVERAGE	42.4	43.3	40.1	38.7	33.5	30.3	45.4	37.6	37.4	57.6	56.0	36.5	44.2	27.9	43.4	36.9	30.5	55.8	31.1	38.6
25TH	34.5	33.5	34.5	33.5	26.5	24.5	37.5	29.5	30.5	47.5	44.5	28.5	35.5	21.5	35.5	31.5	25.5	45.5	28.5	34.5
50TH	41.5	44.5	38.5	37.5	31.5	30.5	43.5	33.5	36.5	55.5	55.5	34.5	43.5	27.5	43.5	35.5	30.5	55.5	30.5	38.5
75TH	49.5	54.5	44.5	46.5	38.5	36.5	51.5	47.5	43.5	63.5	68.5	42.5	49.5	31.5	51.5	43.5	36.5	63.5	34.5	42.5
START	36.3	38.6	32.5	32.5	28.5	26.1	39.3	30.7	32.0	47.6	46.2	31.5	36.3	23.9	37.3	30.9	26.5	46.8	26.4	32.3
NO. COMPANIES	136	17	66	77	63	61	106	44	78	94	65	42	53	34	123	53	103	110	125	86
NO. EMPLOYEES	176	20	71	69	69	64	122	53	85	239	111	46	64	34	150	71	142	158	1449	302

BANKING/INSURANCE/FINANCE — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.5	44.9	38.6	33.2	29.8	25.9	46.0	34.8	35.9	49.6	47.3	36.5	38.8	24.4	35.4	34.8	23.3			
AVERAGE	42.7	44.5	39.4	32.7	29.9	26.3	46.0	34.8	34.2	48.7	48.1	36.5	38.5	24.4	35.4	34.8	23.3			
25TH	32.5	37.5	34.5	31.5	23.5	23.5	37.5	27.5	26.5	40.5	34.5	29.5	28.5	19.5	28.5	25.5	22.5			
50TH	41.5	44.5	38.5	32.5	28.5	25.5	44.5	32.5	31.5	46.5	43.5	34.5	39.5	21.5	35.5	34.5	24.5			
75TH	49.5	48.5	43.5	36.5	34.5	27.5	57.5	41.5	38.5	51.5	58.5	41.5	45.5	28.5	40.5	44.5	24.5			
START	33.0	35.5	32.8	27.4	26.0	22.2	37.1	29.3	30.9	42.2	41.5	29.4	32.4	20.3	28.3	24.4	19.9			
NO. COMPANIES	46	25	15	19	25	25	41	20	32	15	32	36	34	38	28	3	7			
NO. EMPLOYEES	61	35	16	25	25	28	42	20	55	40	33	39	36	38	28	3	7			

SERVICE(BUSINESS.EMPLOYMENT.ENTERTAINMENT.ETC.) — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	38.2	44.9	34.9	36.8	27.6	23.9	36.0	32.4	35.2	40.3	48.4	31.9	44.0	24.4	37.3		22.6			46.1
AVERAGE	38.0	45.6	34.8	36.3	27.6	23.9	36.0	31.7	32.7	37.2	49.2	31.4	44.0	24.4	37.5		22.5			46.1
25TH	30.5	38.5	25.5	27.5	22.5	22.5	25.5	24.5	22.5	28.5	40.5	25.5	36.5	22.5	27.5		16.5			32.5
50TH	35.5	39.5	28.5	39.5	28.5	23.5	35.5	31.5	32.5	37.5	44.5	31.5	39.5	24.5	34.5		23.5			32.5
75TH	44.5	55.5	36.5	41.5	30.5	26.5	39.5	38.5	44.5	39.5	54.5	36.5	54.5	26.5	46.5		25.5			60.5
START	36.0	44.2	29.1	29.9	25.3	19.2	32.0	27.0	23.7	36.2	45.7	29.5	28.3	17.7	35.3		23.1			60.0
NO. COMPANIES	28	5	4	6	10	7	18	9	13	12	9	21	6	8	8		3			2
NO. EMPLOYEES	30	14	4	7	10	7	18	10	17	18	23	24	6	9	12		4			2

RETAIL/WHOLESALE SALES & DISTRIBUTION

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	38.9	47.8	36.4	37.0	34.4	29.7	42.3	43.0	29.7	33.6	56.7	37.8	36.1	23.5	43.6	36.0	27.1	50.8	28.9	35.2
AVERAGE	39.4	44.2	36.4	37.2	35.2	30.1	42.6	43.0	31.1	49.6	52.6	38.5	36.1	23.5	38.9	35.2	27.0	52.1	27.1	35.5
25TH	31.5	37.5	31.5	27.5	27.5	22.5	34.5	23.5	24.5	36.5	40.5	33.5	29.5	16.5	32.5	26.5	23.5	34.5	24.5	24.5
50TH	37.5	42.5	31.5	31.5	35.5	27.5	41.5	48.5	31.5	50.5	47.5	36.5	31.5	22.5	36.5	32.5	26.5	44.5	27.5	35.5
75TH	42.5	54.5	38.5	37.5	39.5	35.5	46.5	53.5	37.5	61.5	58.5	39.5	41.5	29.5	44.5	42.5	31.5	72.5	29.5	35.5
START	32.5	37.7	31.7	30.1	28.0	27.3	33.2	29.1	28.2	34.0	39.0	29.1	30.1	20.6	32.3	30.6	22.0	35.3	24.4	24.7
NO. COMPANIES	29	7	4	12	11	20	21	7	14	16	14	13	9	13	20	20	17	11	14	4
NO. EMPLOYEES	36	9	4	13	12	29	30	7	17	77	22	15	9	13	31	26	32	13	50	12

UTILITIES/TRANSPORTATION/COMMUNICATIONS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	47.7	50.0	46.3	39.2	39.8	33.9	57.6	41.5	40.6	38.8	52.3	39.8	39.1	25.5	46.4	41.8	27.7	49.8	36.2	45.1
AVERAGE	47.7	45.3	46.3	38.7	39.8	32.8	55.6	41.5	40.4	40.6	52.3	42.9	39.9	25.5	50.7	41.8	32.7	52.5	34.6	45.4
25TH	36.5	39.5	26.5	28.5	30.5	27.5	29.5	37.5	34.5	36.5	37.5	34.5	35.5	21.5	38.5	35.5	29.5	44.5	31.5	43.5
50TH	47.5	41.5	46.5	38.5	36.5	30.5	56.5	41.5	42.5	36.5	45.5	41.5	37.5	24.5	49.5	35.5	36.5	44.5	33.5	45.5
75TH	61.5	46.5	66.5	43.5	42.5	37.5	64.5	45.5	46.5	47.5	58.5	55.5	38.5	27.5	55.5	47.5	37.5	60.5	39.5	47.5
START	36.9	39.5	26.0	33.6	27.0	28.1	44.4	28.6	29.3	31.7	38.9	27.5	29.7	20.2	37.6	33.3	23.6	41.1	26.3	33.9
NO. COMPANIES	11	4	3	6	10	9	8	5	11	6	8	7	10	9	11	4	5	2	7	3
NO. EMPLOYEES	11	7	3	9	10	10	9	6	12	10	8	8	15	9	13	4	8	3	107	8

EDUCATION/GOVERNMENT/NONPROFIT

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.0	37.7	41.2	30.5	31.9	28.8	47.2	31.8	27.6	37.1	39.6	23.9	40.4	24.6	35.2	26.4	23.1	42.4	28.0	31.8
AVERAGE	40.5	38.8	40.0	31.2	31.9	28.3	47.2	31.9	31.1	40.6	39.1	26.9	40.7	24.8	35.6	26.4	23.1	42.4	27.8	34.3
25TH	33.5	32.5	33.5	27.5	27.5	24.5	37.5	26.5	25.5	29.5	29.5	23.5	33.5	19.5	29.5	22.5	17.5	38.5	24.5	28.5
50TH	36.5	41.5	39.5	29.5	29.5	28.5	47.5	29.5	25.5	35.5	33.5	25.5	40.5	24.5	35.5	26.5	22.5	38.5	28.5	29.5
75TH	46.5	47.5	46.5	36.5	36.5	31.5	55.5	37.5	28.5	37.5	46.5	33.5	46.5	29.5	42.5	32.5	25.5	46.5	30.5	39.5
START	35.3	32.9	33.4	26.7	27.5	24.9	37.8	27.9	28.6	32.0	31.0	24.7	32.7	20.1	28.7	22.9	19.9	36.8	23.2	32.2
NO. COMPANIES	44	14	6	12	24	20	37	26	4	5	11	21	37	22	35	11	20	2	11	6
NO. EMPLOYEES	50	15	7	16	24	24	37	27	12	8	12	47	40	24	37	11	20	2	46	16

OTHER

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	36.6	41.8	32.1	36.7	34.8	30.7	40.5	38.0	29.9	47.1	62.3	39.7	38.3	24.5	35.5	34.0	26.7	43.8	34.7	35.5
AVERAGE	39.6	41.9	32.2	36.4	34.1	31.0	39.7	36.7	29.7	47.4	48.9	39.7	38.3	24.5	35.5	36.1	27.1	44.6	30.8	34.7
25TH	33.5	35.5	27.5	31.5	24.5	24.5	30.5	25.5	22.5	39.5	36.5	30.5	29.5	20.5	28.5	29.5	24.5	31.5	26.5	30.5
50TH	38.5	43.5	31.5	35.5	36.5	27.5	34.5	31.5	26.5	44.5	41.5	41.5	38.5	23.5	34.5	34.5	26.5	33.5	28.5	40.5
75TH	43.5	48.5	36.5	44.5	42.5	37.5	44.5	50.5	34.5	52.5	68.5	46.5	43.5	26.5	40.5	42.5	28.5	53.5	35.5	42.5
START	32.4	38.4	27.0	29.4	28.3	26.3	32.7	32.2	27.1	38.9	41.6	33.0	29.3	20.1	29.3	30.8	21.4	35.6	26.6	26.7
NO. COMPANIES	30	6	7	13	13	11	25	10	8	8	9	19	16	17	14	6	8	4	8	5
NO. EMPLOYEES	37	6	8	14	14	12	26	11	9	53	31	19	16	20	14	7	13	11	57	14

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

WEST CENTRAL U.S. — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.2	46.8	39.6	35.8	32.0	23.4	40.1	37.4	35.5	46.4	49.7	33.4	41.3	24.2	42.1	32.7	29.1	54.5	38.0	43.0
AVERAGE	40.6	45.9	39.6	36.2	32.0	29.9	41.5	37.4	36.0	49.4	50.9	33.4	39.7	24.3	41.0	32.9	28.5	50.7	31.0	38.7
25TH	34.5	39.5	35.5	28.5	24.5	21.5	32.5	26.5	26.5	38.5	38.5	27.5	31.5	19.5	33.5	27.5	23.5	42.5	27.5	31.5
50TH	40.5	43.5	38.5	34.5	32.5	28.5	39.5	39.5	36.5	48.5	52.5	30.5	40.5	23.5	40.5	29.5	28.5	47.5	30.5	38.5
75TH	45.5	50.5	44.5	40.5	36.5	37.5	47.5	42.5	39.5	54.5	56.5	39.5	49.5	25.5	46.5	37.5	33.5	57.5	35.5	43.5
START	33.1	39.4	32.9	30.4	26.3	27.7	36.7	33.0	29.4	40.4	39.2	26.2	30.9	22.4	33.8	27.0	24.1	41.0	26.6	32.3
NO. COMPANIES	73	12	38	45	32	32	52	17	47	48	42	39	27	12	70	31	64	70	74	50
NO. EMPLOYEES	88	16	41	49	32	33	60	17	57	157	69	39	32	14	84	39	82	92	1270	200

BANKING/INSURANCE/FINANCE JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	42.9	46.9	37.1	27.1	29.4	25.8	43.2	35.2	29.9	52.7	51.3	35.4	35.1	23.3	29.4	25.5	24.4			
AVERAGE	42.9	42.9	36.8	28.7	29.2	26.2	45.0	35.1	32.1	53.2	49.6	38.7	35.2	23.6	29.5	25.5	24.4			
25TH	32.5	31.5	28.5	22.5	25.5	22.5	31.5	28.5	23.5	37.5	40.5	30.5	30.5	19.5	24.5	17.5	21.5			
50TH	39.5	39.5	38.5	27.5	28.5	25.5	41.5	33.5	28.5	53.5	46.5	39.5	35.5	22.5	27.5	17.5	23.5			
75TH	48.5	45.5	44.5	35.5	32.5	29.5	52.5	39.5	40.5	62.5	60.5	44.5	41.5	27.5	33.5	33.5	25.5			
START	31.7	34.0	28.4	23.4	23.3	22.0	35.0	28.1	29.0	40.2	39.2	32.6	28.6	18.7	25.8	21.7	19.4			
NO. COMPANIES	76	41	15	22	36	27	59	26	24	20	41	45	46	55	29	2	13			
NO. EMPLOYEES	95	67	16	36	37	31	65	27	38	33	55	59	47	63	30	2	13			

SERVICE(BUSINESS,EMPLOYMENT,ENTERTAINMENT,ETC.) JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	38.6	49.8	42.1	25.9	33.5	27.3	42.9	30.5	27.4	33.6	58.6	35.3	35.6	27.7	43.4	27.0	20.7	49.1	23.2	30.7
AVERAGE	36.9	51.8	43.1	26.6	33.5	27.3	43.8	31.0	28.0	32.4	46.4	35.7	35.6	27.7	37.7	27.0	20.7	49.1	24.9	31.0
25TH	29.5	34.5	35.5	20.5	18.5	20.5	35.5	22.5	22.5	21.5	37.5	27.5	30.5	22.5	23.5	25.5	18.5	47.5	23.5	30.5
50TH	34.5	49.5	38.5	30.5	31.5	27.5	44.5	26.5	28.5	28.5	39.5	34.5	31.5	25.5	34.5	25.5	19.5	47.5	23.5	30.5
75TH	42.5	58.5	39.5	31.5	37.5	31.5	49.5	33.5	29.5	39.5	54.5	43.5	47.5	30.5	40.5	26.5	20.5	50.5	26.5	31.5
START	32.5	44.2	39.5	24.7	25.0	23.4	34.7	27.1	24.4	25.1	36.0	29.3	26.7	23.3	31.1	23.3	18.7	33.6	25.0	27.6
NO. COMPANIES	28	4	4	7	8	11	22	8	10	14	8	20	10	8	8	4	4	2	2	2
NO. EMPLOYEES	44	54	5	14	8	11	23	9	11	15	17	21	10	8	10	4	4	2	16	3

RETAIL/WHOLESALE SALES & DISTRIBUTION JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	39.8	52.7	33.6	29.4	35.3	28.5	36.9	33.8	29.4	42.7	51.9	34.4	37.1	26.8	36.5	32.1	28.1	47.1	26.1	31.8
AVERAGE	40.7	52.7	31.5	29.0	35.3	27.2	36.9	33.8	29.1	44.2	51.4	34.4	37.1	24.9	36.6	36.0	26.4	43.3	27.2	32.8
25TH	32.5	51.5	28.5	22.5	28.5	22.5	25.5	28.5	21.5	32.5	43.5	25.5	31.5	20.5	25.5	28.5	18.5	39.5	20.5	27.5
50TH	38.5	55.5	28.5	28.5	34.5	25.5	38.5	33.5	25.5	37.5	51.5	33.5	33.5	20.5	36.5	34.5	27.5	43.5	23.5	29.5
75TH	45.5	61.5	34.5	36.5	39.5	31.5	41.5	38.5	35.5	52.5	60.5	41.5	44.5	31.5	47.5	43.5	30.5	48.5	36.5	40.5
START	35.2	35.6	26.1	28.2	27.7	23.4	33.1	28.3	24.3	32.9	41.5	26.6	29.5	20.8	29.9	33.3	21.4	29.6	19.5	29.0
NO. COMPANIES	27	5	5	18	11	14	20	9	20	23	14	16	9	6	18	26	13	6	10	6
NO. EMPLOYEES	34	5	6	19	11	18	20	9	24	57	21	17	9	8	23	80	74	9	57	11

UTILITIES/TRANSPORTATION/COMMUNICATIONS JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	45.7	50.9	39.4	38.1	40.1	30.9	52.5	41.8	42.5	46.4	46.5	33.1	29.1	28.4	45.5	32.7	29.9	59.3	35.6	38.2
AVERAGE	47.5	50.9	39.4	39.2	40.1	30.9	52.5	42.7	45.2	54.1	47.7	37.7	38.7	28.5	45.5	36.6	29.9	60.1	34.7	38.8
25TH	38.5	41.5	26.5	33.5	33.5	22.5	43.5	35.5	33.5	43.5	40.5	29.5	31.5	21.5	36.5	30.5	26.5	51.5	30.5	30.5
50TH	44.5	45.5	27.5	37.5	41.5	28.5	48.5	37.5	38.5	55.5	42.5	40.5	38.5	28.5	39.5	34.5	30.5	56.5	31.5	35.5
75TH	50.5	55.5	40.5	46.5	45.5	38.5	54.5	45.5	55.5	62.5	61.5	41.5	46.5	34.5	56.5	42.5	33.5	71.5	37.5	44.5
START	38.6	43.6	33.9	32.3	33.7	29.8	46.0	36.2	36.0	34.9	38.9	31.6	31.8	23.7	39.9	30.2	27.0	45.4	28.3	33.2
NO. COMPANIES	19	8	4	11	11	8	10	9	12	5	13	8	15	8	14	13	5	3	4	4
NO. EMPLOYEES	22	8	4	12	11	8	10	11	31	11	16	18	31	8	14	30	5	4	36	8

EDUCATION/GOVERNMENT/NONPROFIT JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	36.7	33.1	31.3	28.9	22.4	18.2	41.0	29.9	34.7	38.6	42.1	25.9	32.0	27.4	46.2	23.1	18.8	43.1	24.2	26.8
AVERAGE	38.5	34.7	32.4	28.9	30.1	28.2	44.1	33.4	28.2	35.7	43.5	32.8	35.9	22.6	37.0	25.5	23.2	47.1	23.4	29.4
25TH	30.5	26.5	25.5	25.5	21.5	22.5	35.5	27.5	23.5	23.5	30.5	24.5	27.5	19.5	29.5	20.5	18.5	32.5	22.5	26.5
50TH	39.5	33.5	31.5	26.5	25.5	27.5	45.5	31.5	27.5	37.5	44.5	30.5	36.5	22.5	37.5	21.5	23.5	39.5	23.5	27.5
75TH	45.5	39.5	39.5	28.5	37.5	33.5	51.5	36.5	36.5	45.5	51.5	41.5	42.5	27.5	41.5	28.5	26.5	45.5	25.5	34.5
START	31.6	30.0	26.7	20.6	23.8	22.7	35.6	28.5	26.1	26.1	28.5	25.4	28.1	17.8	29.5	21.3	19.4	39.3	21.9	26.8
NO. COMPANIES	47	12	8	8	28	14	41	20	6	9	12	30	32	17	31	13	11	4	5	9
NO. EMPLOYEES	80	27	24	10	111	209	59	62	55	37	13	222	55	72	125	33	72	8	44	103

OTHER JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	35.4	40.7	33.6	35.0	27.3	27.7	36.9	28.8	29.4	53.0	42.0	28.7	35.5	18.1	33.0	26.7	23.3	55.8	29.1	34.4
AVERAGE	35.3	38.1	33.6	35.0	27.3	27.8	36.5	28.8	31.0	53.8	41.5	28.5	35.5	18.7	33.0	28.8	23.3	51.6	27.8	33.9
25TH	31.5	18.5	23.5	26.5	24.5	20.5	31.5	20.5	25.5	38.5	29.5	24.5	26.5	16.5	25.5	24.5	19.5	42.5	20.5	33.5
50TH	33.5	39.5	34.5	30.5	27.5	27.5	36.5	28.5	28.5	49.5	40.5	28.5	31.5	17.5	30.5	25.5	22.5	44.5	28.5	38.5
75TH	41.5	46.5	43.5	38.5	29.5	31.5	41.5	33.5	37.5	67.5	47.5	31.5	40.5	22.5	40.5	29.5	24.5	44.5	30.5	39.5
START	29.7	30.1	34.2	29.6	22.4	22.6	31.2	24.0	25.5	35.7	32.3	23.4	26.0	18.4	30.0	26.1	25.1	33.1	22.7	25.9
NO. COMPANIES	21	4	3	12	12	8	20	8	7	8	14	17	10	7	14	8	5	5	4	5
NO. EMPLOYEES	39	6	3	12	12	9	23	8	8	16	18	19	10	8	14	17	5	8	38	30

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

SOUTHERN U.S. — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	46.9	48.7	42.9	39.6	35.5	34.3	45.2	42.6	37.0	61.7	61.1	45.3	41.7	29.9	49.3	38.8	30.7	54.0	31.3	39.3
AVERAGE	47.7	53.3	43.2	40.6	35.5	34.0	46.3	42.2	38.6	56.4	57.5	45.7	42.9	28.3	47.6	39.6	29.4	56.2	31.2	38.3
25TH	35.5	44.5	33.5	30.5	27.5	27.5	33.5	32.5	29.5	46.5	47.5	35.5	34.5	21.5	35.5	28.5	25.5	39.5	26.5	30.5
50TH	44.5	47.5	40.5	36.5	34.5	30.5	44.5	37.5	36.5	55.5	55.5	41.5	39.5	27.5	45.5	36.5	28.5	50.5	30.5	36.5
75TH	55.5	53.5	48.5	50.5	40.5	39.5	55.5	52.5	46.5	63.5	64.5	56.5	50.5	34.5	54.5	46.5	33.5	63.5	34.5	43.5
START	40.7	49.9	36.8	35.8	30.9	28.6	39.2	39.5	33.8	45.2	52.0	37.9	36.4	22.6	37.5	34.2	24.2	47.9	26.2	30.8
NO. COMPANIES	62	10	34	30	29	30	56	21	43	42	34	23	31	19	60	26	47	50	58	37
NO. EMPLOYEES	89	15	36	32	29	34	92	22	60	126	76	25	33	22	95	40	83	80	885	213

BANKING/INSURANCE/FINANCE — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.3	44.4	36.3	31.2	29.4	27.6	47.1	37.1	32.1	47.0	56.9	39.0	37.4	24.2	34.7	25.4	23.2		28.9	32.0
AVERAGE	42.4	45.2	36.3	32.4	29.4	27.3	47.0	37.0	33.8	54.9	56.7	40.4	37.4	24.7	35.1	25.4	23.2		27.7	36.6
25TH	33.5	37.5	30.5	25.5	24.5	21.5	32.5	30.5	27.5	40.5	41.5	34.5	22.5	19.5	26.5	19.5	19.5		19.5	25.5
50TH	41.5	41.5	35.5	28.5	29.5	26.5	43.5	33.5	32.5	50.5	52.5	38.5	36.5	23.5	33.5	23.5	22.5		13.5	25.5
75TH	52.5	51.5	40.5	36.5	33.5	31.5	54.5	38.5	39.5	69.5	69.5	47.5	42.5	28.5	41.5	31.5	23.5		36.5	47.5
START	34.6	37.3	31.9	26.6	23.9	21.5	39.5	27.7	29.0	43.4	41.9	29.1	29.0	20.5	26.8	13.4	19.6		21.2	27.7
NO. COMPANIES	66	37	23	29	26	32	53	28	37	27	34	41	38	47	24	7	8		2	2
NO. EMPLOYEES	80	46	23	37	28	34	54	32	64	67	51	43	38	51	25	7	9		7	7

SERVICE(BUSINESS.EMPLOYMENT.ENTERTAINMENT.ETC.) — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	38.8	39.1		38.1	25.0	21.9	40.6	23.6	23.5	47.9	44.7	31.6	32.8	22.6	31.0	27.0	21.5	44.1	25.5	
AVERAGE	38.4	39.1		37.1	25.0	21.9	40.6	26.6	31.3	45.4	43.0	31.7	34.7	22.6	31.0	27.0	21.8	54.2	23.9	
25TH	30.5	39.5		28.5	20.5	18.5	26.5	21.5	21.5	30.5	29.5	23.5	24.5	20.5	22.5	20.5	20.5	29.5	21.5	
50TH	38.5	39.5		33.5	23.5	21.5	36.5	21.5	30.5	44.5	35.5	27.5	27.5	22.5	28.5	26.5	21.5	59.5	22.5	
75TH	45.5	39.5		46.5	32.5	24.5	52.5	37.5	39.5	50.5	55.5	38.5	48.5	22.5	36.5	31.5	23.5	74.5	22.5	
START	34.1	39.2		24.7	18.9	19.6	31.8	21.4	24.0	31.0	37.1	26.8	29.6	15.9	26.1	21.4	18.5	57.5	18.9	
NO. COMPANIES	21	1		7	9	10	20	6	10	16	15	27	10	4	10	6	5	3	4	
NO. EMPLOYEES	23	2		6	9	10	20	12	13	38	16	33	11	4	10	6	6	5	26	

RETAIL/WHOLESALE SALES & DISTRIBUTION

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	36.3	37.0	28.6	36.7	27.9	25.1	35.4	35.4	24.7	46.8	45.8	32.4	32.9	22.0	41.2	28.8	21.9	40.3	33.2	35.3
AVERAGE	35.8	37.9	35.2	35.7	27.9	25.2	35.4	35.4	24.7	45.7	52.0	32.4	32.9	22.0	36.9	30.0	21.9	41.9	28.2	35.5
25TH	25.5	22.5	27.5	27.5	22.5	21.5	25.5	27.5	16.5	36.5	35.5	27.5	23.5	20.5	27.5	18.5	16.5	33.5	20.5	26.5
50TH	33.5	35.5	36.5	32.5	25.5	26.5	36.5	31.5	19.5	49.5	51.5	30.5	28.5	24.5	33.5	25.5	20.5	36.5	24.5	30.5
75TH	44.5	43.5	43.5	47.5	30.5	28.5	41.5	35.5	31.5	55.5	66.5	34.5	43.5	24.5	48.5	37.5	25.5	40.5	37.5	45.5
START	33.5	37.7	35.1	32.6	23.3	23.0	30.0	33.8	25.2	37.3	46.4	25.7	30.4	19.9	31.4	23.7	16.6	46.1	24.3	27.2
NO. COMPANIES	30	8	5	15	16	17	13	5	4	13	15	14	10	7	18	20	12	6	7	5
NO. EMPLOYEES	47	10	9	23	16	22	22	5	4	32	36	15	10	7	25	25	18	9	31	17

UTILITIES/TRANSPORTATION/COMMUNICATIONS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	49.5	49.8	56.7	39.0	42.6	33.7	55.4	44.5	37.4	44.7	57.0	44.0	43.1	25.7	44.4	42.0	32.6	53.2	36.7	49.8
AVERAGE	48.7	50.4	56.7	39.0	42.6	33.7	55.5	44.5	36.2	51.9	58.5	47.9	44.7	25.7	47.3	42.0	31.2	52.1	34.1	50.5
25TH	38.5	45.5	52.5	34.5	32.5	28.5	41.5	35.5	29.5	45.5	42.5	39.5	36.5	20.5	34.5	33.5	26.5	37.5	30.5	35.5
50TH	47.5	47.5	52.5	35.5	44.5	33.5	53.5	45.5	35.5	52.5	57.5	40.5	43.5	23.5	42.5	36.5	31.5	53.5	34.5	46.5
75TH	55.5	58.5	63.5	40.5	48.5	35.5	63.5	50.5	40.5	55.5	71.5	53.5	54.5	30.5	55.5	46.5	35.5	59.5	35.5	46.5
START	39.7	41.3	44.6	33.2	36.2	29.1	46.0	40.1	31.9	33.5	49.2	39.6	36.0	21.7	37.1	33.5	26.7	43.9	25.7	31.2
NO. COMPANIES	23	15	6	9	15	14	15	11	18	9	15	10	15	12	22	12	10	7	12	5
NO. EMPLOYEES	27	29	6	9	15	16	16	11	23	18	25	13	39	12	44	12	16	11	339	52

EDUCATION/GOVERNMENT/NONPROFIT

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.9	35.3	33.2	18.4	16.2	7.4	41.4	35.8	31.2	37.1	48.3	29.6	31.5	20.9	35.6	25.3	22.6	53.9	22.1	23.6
AVERAGE	40.4	39.3	33.2	33.1	31.4	23.3	43.9	36.1	33.2	39.8	48.3	32.0	38.4	21.5	36.7	27.6	22.7	53.9	23.3	24.9
25TH	33.5	31.5	31.5	15.5	26.5	18.5	33.5	31.5	23.5	32.5	29.5	26.5	28.5	17.5	30.5	20.5	19.5	44.5	19.5	22.5
50TH	40.5	38.5	32.5	33.5	30.5	22.5	41.5	35.5	31.5	32.5	44.5	30.5	35.5	21.5	36.5	24.5	20.5	45.5	23.5	25.5
75TH	45.5	42.5	34.5	53.5	41.5	26.5	56.5	43.5	38.5	35.5	57.5	36.5	45.5	24.5	43.5	35.5	25.5	68.5	26.5	27.5
START	34.2	33.7	28.3	29.1	25.3	21.5	35.1	30.1	29.7	34.1	39.6	27.5	28.3	18.7	31.0	24.0	18.3	41.4	19.9	21.0
NO. COMPANIES	37	18	6	11	21	16	34	22	10	5	9	20	27	19	29	15	11	5	10	5
NO. EMPLOYEES	67	46	39	36	42	56	46	30	12	8	9	61	74	24	37	29	32	5	104	73

OTHER

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.8	41.9	36.0	32.3	33.7	30.7	43.0	38.5	29.0	56.3	44.8	39.3	39.8	30.4	37.2	32.2	26.4	53.5	31.8	32.4
AVERAGE	44.2	42.0	35.1	33.3	33.7	30.3	43.7	37.0	34.9	57.5	46.3	39.3	39.8	32.5	36.2	32.2	26.2	51.1	31.9	43.6
25TH	34.5	35.5	30.5	28.5	26.5	24.5	33.5	30.5	25.5	36.5	34.5	28.5	31.5	18.5	26.5	19.5	21.5	40.5	29.5	27.5
50TH	41.5	42.5	33.5	30.5	34.5	27.5	40.5	35.5	31.5	56.5	39.5	35.5	37.5	26.5	35.5	29.5	24.5	47.5	29.5	45.5
75TH	49.5	45.5	39.5	43.5	40.5	32.5	52.5	42.5	36.5	75.5	60.5	46.5	49.5	31.5	46.5	43.5	30.5	63.5	33.5	50.5
START	35.9	36.4	27.4	23.6	29.9	24.5	35.7	34.9	27.4	43.4	38.5	37.2	32.1	21.1	31.9	30.2	22.0	38.6	24.5	30.1
NO. COMPANIES	38	13	10	11	19	18	33	11	10	11	21	20	22	11	24	6	10	6	6	4
NO. EMPLOYEES	61	15	14	15	23	22	36	16	16	15	44	20	22	13	34	6	12	7	28	16

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

WESTERN U.S. — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.7	39.8	36.6	41.5	33.2	25.0	42.3	40.1	33.6	47.0	60.5	41.3	54.0		45.0	36.8	32.4	56.6	41.3	41.0
AVERAGE	43.8	39.8	36.6	41.5	33.2	25.0	42.3	40.1	33.6	47.8	61.2	41.3	54.0		41.9	35.6	32.0	61.0	35.1	40.6
25TH	35.5	34.5	31.5	33.5	25.5	17.5	35.5	22.5	27.5	41.5	53.5	26.5	33.5		30.5	28.5	25.5	49.5	29.5	35.5
50TH	42.5	39.5	34.5	36.5	27.5	20.5	41.5	31.5	31.5	43.5	56.5	45.5	55.5		42.5	36.5	33.5	52.5	35.5	41.5
75TH	52.5	46.5	39.5	47.5	41.5	33.5	48.5	42.5	34.5	50.5	68.5	52.5	72.5		45.5	39.5	39.5	74.5	39.5	46.5
START	34.7	34.0	32.6	29.8	27.2	22.9	35.1	28.8	28.0	37.3	39.8	33.5	45.3		33.4	29.5	27.0	48.0	31.2	35.4
NO. COMPANIES	23	3	5	9	6	7	17	4	12	13	5	6	3		14	13	13	20	21	17
NO. EMPLOYEES	30	3	5	9	6	7	17	4	12	30	6	6	3		17	32	18	40	132	51

BANKING/INSURANCE/FINANCE JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	46.0	52.7	44.2	35.4	43.7	29.3	48.3	42.3	34.4	47.0	52.2	44.1	42.1	26.6	36.4	25.3	27.4			
AVERAGE	47.0	50.2	44.2	35.4	43.7	28.8	48.3	42.3	34.6	47.9	56.2	46.0	42.2	26.7	36.8	25.3	26.2			
25TH	35.5	42.5	41.5	30.5	37.5	24.5	35.5	35.5	30.5	46.5	39.5	33.5	37.5	23.5	30.5	21.5	19.5			
50TH	46.5	46.5	43.5	35.5	41.5	27.5	43.5	39.5	34.5	48.5	47.5	41.5	37.5	26.5	36.5	23.5	28.5			
75TH	53.5	55.5	48.5	39.5	52.5	31.5	53.5	49.5	38.5	50.5	61.5	52.5	41.5	30.5	40.5	31.5	31.5			
START	37.8	37.9	37.6	26.7	33.4	24.3	36.2	34.4	30.0	36.0	51.0	36.7	31.8	20.8	31.3	24.2	24.7			
NO. COMPANIES	27	15	3	5	9	13	28	11	10	6	16	20	13	22	13	3	3			
NO. EMPLOYEES	30	36	3	5	9	16	28	11	15	18	16	24	14	25	14	3	4			

SERVICE(BUSINESS.EMPLOYMENT.ENTERTAINMENT.ETC.) JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	38.7	41.9	27.6	38.5	29.9	25.7	53.0	27.7	47.7	57.3	54.0	36.7	48.8	23.7	38.1	29.0	23.6		37.2	
AVERAGE	38.7	41.9	27.6	38.5	29.9	25.7	47.2	31.7	43.7	53.0	54.0	37.8	48.8	23.7	38.1	29.0	23.6		37.2	
25TH	29.5	31.5	22.5	28.5	24.5	22.5	35.5	28.5	27.5	39.5	37.5	30.5	37.5	18.5	31.5	16.5	20.5		37.5	
50TH	36.5	31.5	22.5	28.5	28.5	24.5	39.5	29.5	30.5	42.5	52.5	33.5	52.5	18.5	40.5	16.5	20.5		37.5	
75TH	42.5	52.5	32.5	48.5	30.5	29.5	43.5	35.5	41.5	66.5	55.5	38.5	56.5	28.5	42.5	43.5	27.5		37.5	
START	32.1	34.5	26.9	33.2	26.5	21.5	44.4	24.5	39.4	30.1	32.7	28.8	38.1	22.1	31.1	22.9	17.8		36.3	
NO. COMPANIES	9	2	2	2	5	6	8	5	6	6	5	13	3	2	3	2	2		1	
NO. EMPLOYEES	9	2	2	2	5	6	9	8	21	14	5	67	3	2	3	2	2		12	

RETAIL/WHOLESALE SALES & DISTRIBUTION JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.3	51.6	40.7	33.9	30.4	27.3	44.9		31.6	44.5	46.2	34.9	37.3	29.6	33.5	32.4	20.8	38.2	23.7	
AVERAGE	40.6	48.6	40.7	33.9	30.4	27.0	44.9		31.2	48.4	50.3	35.0	37.3	29.6	32.9	32.1	20.8	38.2	23.6	
25TH	36.5	32.5	38.5	25.5	20.5	24.5	40.5		25.5	26.5	39.5	30.5	24.5	18.5	27.5	25.5	18.5	29.5	19.5	
50TH	38.5	38.5	38.5	30.5	25.5	27.5	47.5		31.5	48.5	42.5	32.5	27.5	29.5	34.5	29.5	18.5	35.5	19.5	
75TH	50.5	60.5	43.5	42.5	45.5	29.5	50.5		36.5	55.5	58.5	33.5	45.5	31.5	37.5	36.5	21.5	50.5	28.5	
START	37.7	38.0	31.9	27.5	27.2	25.2	35.9		28.9	43.6	67.0	27.4	28.9	23.2	28.7	28.4	21.3	0.0	18.7	
NO. COMPANIES	17	4	2	11	11	14	8		9	12	8	13	8	4	12	16	5	3	2	
NO. EMPLOYEES	16	5	2	11	11	17	8		10	26	14	14	8	4	18	22	5	3	6	

UTILITIES/TRANSPORTATION/COMMUNICATIONS JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.5	52.9	31.7	42.0	46.7	37.7	58.8	37.9	27.5	44.8	62.5	34.4	47.7	35.7	43.6	44.7	35.7		38.5	
AVERAGE	44.5	54.0	31.7	42.0	46.7	37.5	58.8	37.9	44.0	44.8	62.5	34.4	46.7	35.7	43.6	44.7	35.7		40.7	
25TH	33.5	45.5	16.5	30.5	31.5	31.5	48.5	27.5	22.5	38.5	55.5	21.5	35.5	31.5	32.5	27.5	30.5		32.5	
50TH	42.5	46.5	16.5	33.5	41.5	34.5	51.5	35.5	51.5	42.5	55.5	35.5	41.5	34.5	47.5	38.5	30.5		37.5	
75TH	50.5	46.5	47.5	50.5	41.5	41.5	63.5	51.5	59.5	52.5	69.5	37.5	51.5	41.5	55.5	51.5	41.5		41.5	
START	35.8	47.7	16.5	32.7	39.7	31.2	52.5	35.9	35.9	35.0	50.3	30.3	38.0	30.4	34.4	35.9	34.5		30.9	
NO. COMPANIES	10	4	2	6	4	6	6	3	7	6	2	6	4	3	7	4	2		4	
NO. EMPLOYEES	10	5	2	6	4	7	6	3	26	6	2	6	5	3	7	4	2		10	

EDUCATION/GOVERNMENT/NONPROFIT JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.3	54.1		32.7	38.9	34.7	52.9	43.2	48.1		49.6	44.2	47.6	24.5	39.6	41.6	27.0	58.9		
AVERAGE	44.3	54.1		31.5	35.5	34.7	52.9	43.2	44.3		52.7	44.6	47.6	25.1	39.8	46.3	25.2	58.9		
25TH	34.5	36.5		29.5	27.5	27.5	40.5	32.5	37.5		38.5	40.5	33.5	21.5	25.5	23.5	21.5	36.5		
50TH	38.5	43.5		30.5	33.5	33.5	46.5	46.5	39.5		51.5	43.5	45.5	21.5	28.5	47.5	21.5	36.5		
75TH	56.5	57.5		35.5	41.5	35.5	58.5	51.5	56.5		55.5	43.5	52.5	28.5	55.5	55.5	28.5	75.5		
START	35.1	48.4		29.4	29.0	28.4	44.2	31.7	39.0		36.6	34.5	38.8	20.4	35.5	39.3	0.0	51.7		
NO. COMPANIES	16	8		5	7	8	12	3	3		4	5	8	5	8	4	2	2		
NO. EMPLOYEES	16	8		7	17	8	12	3	9		5	7	8	6	8	5	4	2		

OTHER JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	47.1	55.3		42.2	35.5	31.6	50.3	42.0	33.3	49.4	58.1	40.8	46.1	28.0	45.2	35.5	26.1	50.7	35.1	55.6
AVERAGE	45.3	51.0		44.4	35.5	31.4	49.5	40.8	34.2	53.4	56.3	42.6	46.1	28.0	42.3	33.0	26.1	50.7	32.4	55.6
25TH	36.5	37.5		39.5	28.5	27.5	41.5	34.5	28.5	36.5	39.5	34.5	41.5	21.5	34.5	27.5	25.5	39.5	26.5	27.5
50TH	41.5	46.5		42.5	34.5	29.5	46.5	35.5	32.5	45.5	60.5	40.5	44.5	26.5	37.5	27.5	26.5	44.5	26.5	27.5
75TH	56.5	65.5		46.5	39.5	36.5	55.5	50.5	42.5	75.5	63.5	48.5	53.5	36.5	46.5	38.5	26.5	45.5	38.5	75.5
START	40.5	41.4		29.5	30.6	26.2	39.6	30.8	27.1	48.7	41.0	34.8	36.0	27.1	33.6	25.8	35.2	49.0	26.6	27.2
NO. COMPANIES	19	3		5	8	10	9	7	3	6	5	18	7	7	11	2	3	4	2	2
NO. EMPLOYEES	26	4		6	6	11	10	8	5	8	6	27	7	7	21	4	3	4	7	2

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

TOTAL U.S. — Size of Company

UNDER 500 EMPLOYEES — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	39.0	44.4	35.3	30.8	25.9	24.0	39.6	30.7	31.8	47.5	48.6	33.7	33.2	23.3	36.6	31.8	26.8	49.9	29.9	34.8
AVERAGE	38.8	40.1	35.7	32.3	28.0	26.8	39.9	31.0	32.3	48.6	48.9	34.5	34.1	23.3	36.3	31.9	26.5	50.3	30.0	36.7
25TH	30.5	33.5	29.5	25.5	22.5	21.5	31.5	24.5	25.5	37.5	36.5	26.5	27.5	19.5	27.5	25.5	21.5	40.5	25.5	30.5
50TH	37.5	39.5	35.5	30.5	26.5	26.5	38.5	29.5	31.5	46.5	46.5	32.5	33.5	22.5	34.5	30.5	26.5	48.5	29.5	36.5
75TH	45.5	46.5	41.5	37.5	32.5	31.5	47.5	35.5	38.5	58.5	60.5	40.5	39.5	26.5	43.5	37.5	30.5	57.5	33.5	42.5
START	33.0	34.7	30.5	27.4	23.3	23.0	33.5	26.7	27.7	38.6	40.3	28.5	28.4	19.4	30.0	26.5	22.8	42.2	25.2	30.5
NO. COMPANIES	895	175	187	349	252	298	723	156	422	482	459	532	322	228	488	238	337	322	357	230
NO. EMPLOYEES	1039	315	205	403	275	362	763	173	585	838	630	671	354	239	551	283	442	370	1817	567

500 OR MORE EMPLOYEES — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.7	45.4	40.6	38.4	33.1	26.4	49.3	37.5	37.6	49.6	56.7	33.5	42.0	24.7	44.5	33.6	27.3	56.0	34.1	38.0
AVERAGE	46.3	47.2	42.4	38.6	35.2	30.2	51.1	38.6	39.0	54.1	55.8	41.1	43.0	25.7	42.4	36.4	28.5	59.6	32.1	39.4
25TH	36.5	39.5	35.5	30.5	27.5	24.5	39.5	30.5	31.5	42.5	42.5	30.5	35.5	20.5	33.5	27.5	23.5	46.5	27.5	32.5
50TH	44.5	45.5	40.5	36.5	34.5	29.5	48.5	36.5	37.5	51.5	54.5	39.5	42.5	24.5	41.5	35.5	28.5	58.5	31.5	38.5
75TH	52.5	54.5	46.5	45.5	41.5	35.5	58.5	46.5	44.5	62.5	66.5	48.5	49.5	29.5	49.5	43.5	33.5	69.5	36.5	44.5
START	37.6	38.9	34.8	31.0	28.8	25.6	42.0	32.0	32.8	42.3	44.1	33.3	33.8	21.0	34.7	30.1	23.5	47.9	26.4	31.6
NO. COMPANIES	524	258	214	270	413	356	405	340	242	179	236	241	404	336	462	221	241	162	214	165
NO. EMPLOYEES	813	385	280	359	528	610	536	422	483	713	421	598	566	585	728	415	501	347	4701	1098

TOTAL — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.5	44.3	38.4	34.4	30.7	25.5	43.6	35.5	34.4	45.5	51.9	33.6	38.6	24.3	41.1	32.9	27.1	52.3	32.9	36.9
AVERAGE	41.6	44.4	39.3	35.0	32.5	28.7	43.9	36.2	34.8	50.2	51.3	36.6	39.0	24.7	39.3	34.1	27.3	53.4	30.8	37.6
25TH	32.5	36.5	32.5	27.5	25.5	23.5	33.5	28.5	26.5	38.5	38.5	27.5	31.5	19.5	30.5	26.5	22.5	42.5	26.5	30.5
50TH	40.5	43.5	38.5	33.5	31.5	27.5	41.5	33.5	33.5	49.5	49.5	34.5	38.5	23.5	38.5	32.5	26.5	50.5	30.5	37.5
75TH	48.5	51.5	44.5	41.5	38.5	33.5	51.5	43.5	40.5	59.5	62.5	43.5	45.5	28.5	47.5	40.5	32.5	61.5	34.5	43.5
START	34.9	37.2	33.0	29.2	26.9	24.5	36.8	30.4	29.7	39.7	41.7	30.2	31.6	20.4	32.5	28.4	23.1	44.2	25.7	31.0
NO. COMPANIES	1419	433	401	619	665	654	1128	496	664	661	695	773	726	564	950	459	578	484	571	395
NO. EMPLOYEES	1852	700	485	762	803	972	1299	595	1068	1551	1051	1269	920	824	1273	698	943	717	6518	1665

EASTERN U.S. — Size of Company

UNDER 500 EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	39.3	41.7	36.6	32.1	28.6	27.2	39.2	29.9	33.2	48.0	49.1	34.3	33.2	22.5	34.8	34.1	26.5	49.6	29.5	33.8
AVERAGE	38.7	41.1	36.5	32.1	28.6	26.8	39.3	30.3	33.0	48.7	48.8	34.2	33.2	22.6	35.0	33.3	26.4	50.0	30.2	35.8
25TH	30.5	33.5	29.5	24.5	23.5	19.5	30.5	22.5	26.5	37.5	35.5	25.5	25.5	16.5	27.5	24.5	21.5	37.5	26.5	30.5
50TH	37.5	39.5	36.5	30.5	26.5	26.5	36.5	29.5	31.5	46.5	46.5	31.5	32.5	22.5	33.5	30.5	25.5	48.5	29.5	33.5
75TH	45.[illegible]	46.5	42.5	38.5	34.5	30.5	46.5	35.5	39.5	58.5	60.5	40.5	40.5	26.5	41.5	40.5	29.5	60.5	33.5	41.5
START	33.6	35.4	33.5	27.0	23.6	22.2	33.7	27.6	28.3	39.0	39.7	28.7	28.4	19.2	28.5	26.9	22.2	43.2	24.7	29.0
NO. COMPANIES	276	61	58	122	78	96	223	51	129	153	150	155	111	66	153	72	101	109	114	77
NO. EMPLOYEES	308	62	64	127	77	105	246	55	214	276	197	204	115	68	175	76	137	118	591	183

500 OR MORE EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.9	45.9	43.5	39.5	35.1	30.8	48.8	38.0	35.2	51.2	51.4	38.5	46.2	22.3	43.3	32.6	26.6	55.4	32.6	36.7
AVERAGE	45.0	46.0	43.4	36.2	34.2	29.3	48.5	38.1	36.0	52.8	55.3	41.0	42.9	23.9	42.0	35.5	26.9	50.2	31.7	37.9
25TH	35.5	38.5	36.5	27.5	26.5	23.5	37.5	30.5	30.5	42.5	40.5	30.5	36.5	18.5	34.5	29.5	22.5	48.5	28.5	30.5
50TH	43.5	43.5	40.5	33.5	33.5	27.5	46.5	35.5	34.5	52.5	53.5	38.5	42.5	22.5	43.5	35.5	26.5	58.5	31.5	38.5
75TH	53.5	51.5	45.5	43.5	41.5	35.5	56.5	44.5	40.5	60.5	64.5	48.5	48.5	26.5	49.5	40.5	30.5	67.5	35.5	42.5
START	36.3	37.7	34.7	30.4	29.6	24.7	40.6	31.9	30.3	40.6	44.5	33.4	34.0	20.2	34.7	29.1	22.4	47.1	26.7	30.6
NO. COMPANIES	130	67	60	72	106	90	107	89	67	44	55	48	102	81	119	57	66	46	62	54
NO. EMPLOYEES	208	103	65	105	118	108	133	97	133	97	90	91	153	247	161	99	112	113	1158	337

EAST CENTRAL U.S. — Size of Company

UNDER 500 EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	38.1	40.9	34.8	33.1	27.0	26.7	40.4	28.6	33.2	50.1	50.0	31.9	36.0	23.0	39.7	33.3	27.6	51.0	30.0	34.6
AVERAGE	38.6	37.6	35.6	32.9	27.0	26.7	40.4	28.2	34.0	51.2	49.9	32.6	36.0	23.0	38.6	33.5	27.2	51.7	29.5	37.2
25TH	30.5	27.5	31.5	27.5	22.5	22.5	32.5	24.5	26.5	40.5	36.5	25.5	29.5	16.5	30.5	28.5	22.5	42.5	26.5	32.5
50TH	36.5	37.5	34.5	33.5	25.5	24.5	39.5	26.5	33.5	50.5	45.5	31.5	34.5	21.5	37.5	32.5	25.5	50.5	29.5	38.5
75TH	44.5	46.5	40.5	37.5	30.5	30.5	46.5	30.5	39.5	59.5	50.5	37.5	42.5	27.5	46.5	40.5	32.5	58.5	32.5	41.5
START	32.5	33.3	28.9	29.0	24.7	24.1	33.4	23.9	29.4	41.7	42.0	27.8	30.2	19.0	32.6	26.7	23.3	44.7	25.5	31.5
NO. COMPANIES	190	23	52	67	50	61	159	30	105	104	86	99	64	45	116	47	92	76	96	55
NO. EMPLOYEES	210	35	57	71	51	66	162	32	119	184	107	113	68	47	128	56	118	90	497	140

500 OR MORE EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.6	46.2	43.1	39.4	35.8	30.7	50.8	38.4	38.7	45.5	57.8	34.7	43.4	26.2	43.7	37.4	30.2	54.5	31.8	39.1
AVERAGE	45.5	45.4	42.9	40.2	35.6	31.1	51.6	38.4	38.5	55.3	54.4	40.6	44.1	26.3	42.5	37.3	30.6	59.1	32.3	39.6
25TH	36.5	39.5	37.5	33.5	29.5	25.5	41.5	29.5	31.5	42.5	40.5	32.5	37.5	20.5	35.5	29.5	24.5	46.5	28.5	34.5
50TH	44.5	44.5	40.5	39.5	35.5	29.5	50.5	36.5	38.5	50.5	52.5	39.5	43.5	24.5	42.5	36.5	29.5	60.5	32.5	38.5
75TH	51.5	54.5	47.5	46.5	40.5	35.5	58.5	47.5	45.5	63.5	68.5	46.5	50.5	29.5	49.5	44.5	36.5	69.5	35.5	43.5
START	37.8	37.7	34.4	31.6	28.6	25.8	43.0	31.2	31.8	44.3	42.4	32.2	34.4	21.8	34.4	30.0	25.7	45.6	26.5	32.7
NO. COMPANIES	134	55	53	80	106	92	97	91	55	54	50	60	101	96	123	50	71	54	69	52
NO. EMPLOYEES	191	71	58	102	113	106	122	102	88	261	133	65	118	100	157	66	106	93	1212	215

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

WEST CENTRAL U.S. — Size of Company

UNDER 500 EMPLOYEES

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	38.3	46.7	34.3	29.7	28.0	26.0	37.7	31.4	29.5	43.3	46.4	32.6	29.3	23.4	34.7	29.8	26.8	49.4	29.7	35.2
AVERAGE	37.7	37.0	34.1	30.3	27.9	26.4	38.5	31.2	30.0	44.7	46.1	33.5	32.1	23.3	35.2	30.1	26.4	48.3	29.7	35.9
25TH	30.5	30.5	27.5	25.5	22.5	20.5	30.5	26.5	23.5	33.5	35.5	27.5	27.5	19.5	26.5	25.5	21.5	40.5	26.5	30.5
50TH	35.5	36.5	35.5	29.5	28.5	23.5	38.5	28.5	28.5	43.5	45.5	31.5	32.5	22.5	34.5	29.5	26.5	47.5	29.5	35.5
75TH	45.5	46.5	39.5	36.5	33.5	31.5	46.5	34.5	36.5	53.5	56.5	40.5	36.5	27.5	41.5	34.5	30.5	53.5	34.5	41.5
START	30.6	31.5	28.8	26.5	21.2	22.7	32.5	25.3	26.0	34.7	36.0	27.4	25.0	19.6	29.6	25.1	22.3	37.2	24.9	30.0
NO. COMPANIES	179	35	33	73	54	51	140	28	81	94	99	120	61	52	91	50	67	65	62	46
NO. EMPLOYEES	217	110	34	87	55	56	152	32	104	144	128	144	79	59	98	68	91	72	311	110

500 OR MORE EMPLOYEES

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	42.0	44.5	38.1	34.4	26.8	20.6	46.3	33.4	37.9	46.8	54.8	27.6	37.9	26.3	45.4	30.5	24.6	59.1	38.5	37.9
AVERAGE	45.2	48.2	40.4	36.8	33.8	29.6	49.8	36.4	40.5	52.3	53.8	37.4	39.9	24.4	40.1	35.1	27.5	56.2	30.7	37.8
25TH	36.5	39.5	34.5	28.5	26.5	24.5	39.5	29.5	32.5	38.5	44.5	25.5	31.5	19.5	31.5	25.5	22.5	44.5	25.5	28.5
50TH	42.5	45.5	39.5	34.5	32.5	28.5	47.5	35.5	38.5	51.5	53.5	37.5	39.5	24.5	38.5	34.5	26.5	51.5	30.5	38.5
75TH	50.5	58.5	44.5	43.5	39.5	33.5	54.5	42.5	46.5	61.5	60.5	44.5	46.5	28.5	48.5	43.5	33.5	63.5	36.5	44.5
START	36.0	37.8	32.8	29.6	27.3	25.6	39.9	30.7	32.7	38.6	42.7	30.6	31.4	19.7	32.9	29.8	22.2	47.4	26.0	32.0
NO. COMPANIES	112	51	44	50	84	63	84	69	45	33	45	55	88	61	93	47	48	26	38	31
NO. EMPLOYEES	185	73	65	64	167	263	108	111	120	182	81	251	115	122	202	137	164	52	1150	246

SOUTHERN U.S. — Size of Company

UNDER 500 EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	39.5	41.6	34.2	27.5	20.5	17.1	40.3	31.5	29.2	47.3	48.8	33.5	33.7	23.5	37.8	28.6	25.4	46.7	29.1	32.9
AVERAGE	39.7	41.6	35.5	33.3	28.3	27.2	40.4	32.6	31.2	50.5	50.0	35.8	34.5	23.5	37.0	29.2	25.7	48.4	29.4	35.5
25TH	30.5	35.5	29.5	24.5	23.5	22.5	31.5	25.5	24.5	36.5	37.5	27.5	27.5	20.5	27.5	20.5	20.5	37.5	24.5	28.5
50TH	38.5	40.5	33.5	31.5	25.5	26.5	37.5	31.5	30.5	49.5	46.5	34.5	32.5	23.5	34.5	28.5	25.5	44.5	29.5	35.5
75TH	47.5	47.5	40.5	39.5	33.5	30.5	47.5	37.5	36.5	59.5	60.5	40.5	39.5	26.5	43.5	36.5	29.5	56.5	32.5	42.5
START	34.2	35.7	29.8	27.7	23.4	22.8	33.6	28.0	26.7	38.6	42.4	28.6	28.9	19.2	29.5	24.4	21.5	41.4	24.6	28.4
NO. COMPANIES	170	41	37	64	52	60	145	36	74	91	94	102	69	50	94	41	55	48	62	34
NO. EMPLOYEES	216	50	43	95	74	105	147	43	101	160	164	152	75	50	110	48	70	59	333	85

500 OR MORE EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	46.3	42.8	39.3	37.8	35.2	30.5	48.3	40.2	38.5	59.9	61.7	38.5	38.4	26.1	45.5	34.9	28.9	58.2	32.7	38.4
AVERAGE	48.5	46.7	43.7	39.8	35.2	29.9	52.7	40.8	40.4	56.6	59.0	42.8	43.2	26.7	44.8	36.9	28.1	63.4	31.7	42.0
25TH	37.5	38.5	34.5	30.5	27.5	23.5	38.5	31.5	32.5	44.5	42.5	32.5	34.5	20.5	33.5	26.5	22.5	49.5	26.5	32.5
50TH	45.5	46.5	40.5	37.5	33.5	28.5	52.5	37.5	38.5	53.5	60.5	41.5	42.5	24.5	43.5	35.5	28.5	59.5	32.5	40.5
75TH	55.5	53.5	48.5	46.5	40.5	34.5	59.5	46.5	46.5	63.5	70.5	50.5	49.5	30.5	53.5	45.5	33.5	75.5	37.5	47.5
START	39.9	40.2	37.8	32.4	29.5	25.3	43.4	34.5	34.8	45.9	47.4	36.2	34.0	21.4	36.9	31.0	22.7	53.8	25.2	30.9
NO. COMPANIES	107	61	48	48	85	77	85	68	58	38	49	53	84	69	93	51	48	29	37	25
NO. EMPLOYEES	178	113	85	65	88	89	139	85	31	144	95	78	149	83	160	77	105	58	1087	294

WESTERN U.S. — Size of Company

UNDER 500 EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.8	50.2	39.8	34.1	27.3	27.3	42.5	36.5	32.4	47.8	49.3	37.9	37.4	26.0	35.6	32.4	28.6	55.5	34.8	41.6
AVERAGE	41.1	43.3	39.8	34.1	27.3	27.3	42.5	36.5	33.0	48.8	53.3	38.1	37.4	26.0	35.3	32.6	27.4	55.6	33.5	42.8
25TH	34.5	36.5	29.5	26.5	24.5	24.5	35.5	31.5	27.5	38.5	39.5	29.5	32.5	21.5	28.5	25.5	20.5	45.5	27.5	33.5
50TH	37.5	42.5	43.5	33.5	25.5	27.5	40.5	35.5	31.5	48.5	47.5	34.5	36.5	25.5	34.5	30.5	25.5	50.5	32.5	41.5
75TH	49.5	46.5	47.5	36.5	30.5	33.5	49.5	45.5	36.5	53.5	55.5	44.5	37.5	31.5	42.5	36.5	35.5	69.5	39.5	48.5
START	35.3	37.3	34.8	27.6	24.4	23.6	35.2	29.7	27.2	39.0	48.2	31.5	31.7	21.2	30.3	27.8	28.4	47.0	30.2	38.6
NO. COMPANIES	80	15	7	23	18	30	56	11	33	40	28	56	17	15	34	28	22	24	23	18
NO. EMPLOYEES	88	38	7	23	18	30	56	11	47	74	34	58	17	15	40	35	26	31	85	49

500 OR MORE EMPLOYEES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	49.3	54.6	34.7	41.3	40.9	31.7	59.4	40.0	39.7	48.1	58.1	39.4	48.5	28.3	44.6	38.4	29.8	52.8	45.3	49.9
AVERAGE	49.9	54.2	34.7	42.4	40.8	31.8	58.2	42.0	43.9	49.6	58.8	47.1	48.6	28.7	43.0	39.2	30.3	56.6	40.9	56.4
25TH	41.5	43.5	31.5	30.5	30.5	24.5	42.5	32.5	34.5	43.5	51.5	36.5	41.5	24.5	34.5	27.5	26.5	44.5	33.5	39.5
50TH	51.5	51.5	34.5	41.5	40.5	31.5	52.5	39.5	38.5	46.5	58.5	43.5	45.5	28.5	40.5	38.5	28.5	49.5	38.5	45.5
75TH	58.5	61.5	41.5	46.5	46.5	38.5	67.5	51.5	51.5	54.5	66.5	55.5	56.5	32.5	51.5	47.5	31.5	73.5	41.5	75.5
START	40.1	44.4	31.9	31.3	32.3	27.6	46.2	33.0	39.6	39.2	44.5	36.3	39.6	23.8	35.2	32.6	25.7	46.2	32.5	32.5
NO. COMPANIES	41	24	9	20	32	34	32	23	17	10	17	25	29	29	34	16	8	7	8	3
NO. EMPLOYEES	51	25	9	23	42	42	34	27	51	29	22	93	31	33	48	37	12	20	84	6

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

TOTAL CANADA

(Canadian dollars)

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	47.1	53.9	44.6	39.3	37.6	31.4	53.0	42.6	40.0	53.4	51.6	39.9	44.3	25.0	43.2	39.8	29.4	51.7	39.5	46.1
AVERAGE	46.9	51.2	42.7	40.8	37.4	31.5	53.0	42.6	40.4	54.4	51.7	40.9	44.9	26.0	42.6	39.6	29.4	52.3	37.7	44.9
25TH	38.5	42.5	37.5	33.5	31.5	25.5	39.5	33.5	32.5	44.5	41.5	31.5	40.5	21.5	36.5	36.5	25.5	45.5	34.5	39.5
50TH	45.5	50.5	43.5	40.5	36.5	31.5	48.5	35.5	40.5	55.5	50.5	40.5	44.5	25.5	42.5	39.5	30.5	51.5	37.5	43.5
75TH	52.5	59.5	50.5	44.5	44.5	37.5	63.5	57.5	45.5	60.5	56.5	47.5	47.5	31.5	48.5	45.5	33.5	60.5	39.5	50.5
START	41.8	42.0	35.2	34.3	32.8	27.8	45.2	37.8	34.6	44.2	44.5	35.5	38.9	23.1	38.5	34.3	27.4	47.1	33.6	37.5
NO. COMPANIES	70	19	23	32	37	34	44	22	28	49	40	41	28	14	56	21	28	31	42	31
NO. EMPLOYEES	82	25	41	44	38	38	44	22	46	93	44	45	37	14	92	26	36	69	447	100

CANADA — Size of Company

UNDER 500 EMPLOYEES

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.4	54.0	44.6	38.0	33.9	30.1	45.0	33.3	38.5	56.4	50.4	38.0	40.5	22.4	39.1	35.3	28.4	50.7	37.4	43.1
AVERAGE	43.8	47.9	41.8	39.6	33.9	29.6	45.0	33.3	38.6	55.6	50.5	38.9	41.0	22.4	39.4	35.3	28.4	51.7	36.6	42.9
25TH	37.5	37.5	31.5	31.5	29.5	23.5	37.5	32.5	29.5	45.5	40.5	28.5	37.5	20.5	34.5	30.5	22.5	44.5	34.5	39.5
50TH	43.5	47.5	43.5	39.5	34.5	28.5	42.5	34.5	38.5	55.5	50.5	35.5	42.5	21.5	40.5	36.5	28.5	49.5	37.5	41.5
75TH	46.5	53.5	50.5	44.5	40.5	35.5	49.5	35.5	44.5	61.5	56.5	49.5	47.5	25.5	43.5	40.5	31.5	60.5	39.5	48.5
START	38.1	38.1	33.3	33.6	27.8	26.7	37.6	29.2	31.5	45.4	43.8	33.9	36.7	19.6	36.2	30.7	26.6	47.0	32.8	35.4
NO. COMPANIES	53	8	15	24	19	17	26	9	20	42	35	31	14	6	36	10	20	26	23	22
NO. EMPLOYEES	62	15	33	35	19	18	26	9	37	73	39	35	16	6	42	10	23	61	204	61

500 OR MORE EMPLOYEES

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	55.4	53.9	44.5	44.0	41.4	32.7	64.6	49.0	46.0	42.4	60.2	46.5	48.1	28.7	46.7	42.7	31.3	59.5	41.2	50.9
AVERAGE	56.6	53.9	44.5	44.5	41.1	33.5	64.6	49.0	45.0	47.4	60.2	46.5	48.7	28.7	48.3	43.6	32.0	55.6	40.2	49.8
25TH	45.5	42.5	39.5	38.5	34.5	28.5	50.5	34.5	34.5	39.5	50.5	37.5	41.5	23.5	40.5	37.5	25.5	48.5	33.5	45.5
50TH	55.5	52.5	40.5	41.5	37.5	31.5	60.5	48.5	42.5	46.5	62.5	42.5	44.5	30.5	46.5	40.5	32.5	56.5	39.5	48.5
75TH	55.5	59.5	48.5	43.5	48.5	38.5	75.5	59.5	47.5	57.5	65.5	47.5	52.5	33.5	56.5	51.5	33.5	60.5	41.5	53.5
START	49.0	44.8	37.8	35.9	35.5	29.1	54.7	42.7	39.9	39.6	48.2	40.5	40.9	26.0	41.3	36.6	29.3	47.3	34.7	41.4
NO. COMPANIES	17	10	8	8	18	17	18	13	8	7	5	10	14	8	20	11	8	5	13	9
NO. EMPLOYEES	20	10	8	9	19	20	18	13	9	20	5	10	21	8	50	16	[illegible]	8	243	39

CANADA — Type of Business

MANUFACTURING/PROCESSING/CONSTRUCTION

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	43.7		39.7	41.3	39.7	32.0	43.3	33.9	41.0	53.6	55.1	37.1	43.6		44.9	41.2	30.9	52.2	40.1	46.4
AVERAGE	43.0		40.5	41.3	38.7	32.0	43.3	33.9	40.6	55.2	54.4	36.6	43.8		45.3	41.2	30.5	52.9	37.6	44.6
25TH	36.5		34.5	39.5	32.5	25.5	34.5	32.5	34.5	50.5	41.5	33.5	42.5		40.5	39.5	28.5	45.5	34.5	39.5
50TH	43.5		39.5	41.5	36.5	30.5	40.5	34.5	40.5	56.5	52.5	34.5	42.5		43.5	39.5	31.5	52.5	37.5	43.5
75TH	46.5		48.5	43.5	46.5	38.5	46.5	34.5	45.5	64.5	67.5	40.5	47.5		46.5	46.5	33.5	60.5	40.5	48.5
START	41.6		35.0	34.5	33.2	30.3	39.2	34.0	33.0	50.0	53.5	32.1	41.9		41.5	33.6	30.7	47.5	33.8	38.3
NO. COMPANIES	21		14	13	7	7	15	4	10	19	15	6	7		24	6	16	26	31	24
NO. EMPLOYEES	26		17	13	8	7	15	4	12	24	17	7	8		47	6	19	62	308	76

BANKING/INSURANCE/FINANCE

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	49.6	60.9	50.8	35.3	32.0	32.4	51.2	35.1	35.4	61.7	50.8	42.5	36.4	23.4	28.7					
AVERAGE	48.6	60.9	50.8	37.5	32.0	31.5	51.2	35.1	39.9	59.9	52.8	42.5	36.4	23.4	28.7					
25TH	41.5	47.5	40.5	34.5	29.5	28.5	38.5	24.5	38.5	44.5	42.5	32.5	26.5	20.5	22.5					
50TH	45.5	53.5	50.5	34.5	29.5	32.5	48.5	32.5	42.5	56.5	52.5	42.5	38.5	21.5	24.5					
75TH	51.5	69.5	60.5	42.5	36.5	35.5	56.5	35.5	44.5	57.5	56.5	49.5	44.5	26.5	39.5					
START	41.1	42.1	43.9	29.3	27.4	27.4	41.6	29.1	34.7	37.1	44.5	37.2	23.2	21.4	25.2					
NO. COMPANIES	8	4	3	3	6	7	7	4	5	4	11	8	3	6	3					
NO. EMPLOYEES	12	4	11	14	6	8	7	4	15	12	13	8	3	6	3					

SERVICE(BUSINESS,EMPLOYMENT,ENTERTAINMENT,ETC.)

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.7	31.6			33.2		41.3	31.3	39.5	44.2	40.3	32.1		30.1	34.9		25.8		39.7	
AVERAGE	40.7	31.6			33.2		41.3	31.3	41.4	44.2	40.3	33.4		30.1	34.9		25.8		39.7	
25TH	26.5	21.5			19.5		30.5	23.5	35.5	36.5	34.5	25.5		24.5	34.5		19.5		39.5	
50TH	39.5	21.5			31.5		39.5	23.5	35.5	41.5	34.5	34.5		24.5	34.5		19.5		39.5	
75TH	42.5	42.5			37.5		53.5	39.5	47.5	55.5	46.5	36.5		35.5	35.5		32.5		39.5	
START	42.4	30.0			31.1		40.0	26.5	34.7	37.9	39.7	28.5		30.3	32.2		21.5		34.8	
NO. COMPANIES	4	2			4		3	2	2	3	2	5		2	2		2		1	
NO. EMPLOYEES	4	2			4		3	2	3	3	2	6		2	2		2		5	

RETAIL/WHOLESALE SALES & DISTRIBUTION

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	46.5			42.8	31.4	25.4	51.7	54.2	29.5	45.1	55.4	40.9	38.0		40.6	37.8	27.1	51.7	36.4	
AVERAGE	46.5			43.0	31.4	25.4	51.7	54.2	30.6	52.4	57.2	40.9	38.0		37.9	39.7	26.8	51.7	36.5	
25TH	36.5			33.5	24.5	21.5	42.5	48.5	24.5	39.5	50.5	34.5	36.5		28.5	36.5	22.5	45.5	33.5	
50TH	37.5			38.5	30.5	22.5	50.5	48.5	26.5	47.5	60.5	37.5	36.5		36.5	40.5	24.5	48.5	35.5	
75TH	60.5			45.5	39.5	32.5	55.5	60.5	34.5	57.5	64.5	47.5	40.5		42.5	45.5	27.5	61.5	41.5	
START	37.9			37.4	36.9	24.6	50.2	50.7	29.7	40.1	48.1	41.5	34.6		35.2	34.2	22.9	43.8	32.4	
NO. COMPANIES	14			8	3	3	5	2	6	13	5	5	2		12	9	5	3	3	
NO. EMPLOYEES	14			9	3	3	5	2	7	25	6	5	2		24	11	10	3	11	

UTILITIES/TRANSPORTATION/COMMUNICATIONS JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	46.4			39.4	39.0	26.1			54.2	82.0						46.4			54.2	
AVERAGE	46.4			39.4	39.0	26.1			54.2	82.0						40.9			54.2	
25TH	41.5			33.5	33.5	20.5			54.5	64.5						30.5			54.5	
50TH	41.5			33.5	33.5	22.5			54.5	64.5						30.5			54.5	
75TH	56.5			45.5	44.5	35.5			54.5	75.5						51.5			54.5	
START	45.5			34.3	35.8	25.1			47.7	56.7						40.2			52.1	
NO. COMPANIES	3			2	2	3			1	2						2			1	
NO. EMPLOYEES	3			2	2	3			2	6						4			10	

EDUCATION/GOVERNMENT/NONPROFIT JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	55.1	56.2			43.6	34.5	69.3	50.6	48.7	38.7	40.1	48.1	46.7	26.0	48.1	37.8			36.6	41.6
AVERAGE	55.1	52.1			43.6	36.6	69.3	50.6	48.7	38.7	40.1	46.1	48.2	26.0	47.7	36.8			34.5	42.1
25TH	42.5	42.5			36.5	31.5	49.5	35.5	39.5	38.5	23.5	41.5	41.5	23.5	39.5	32.5			33.5	39.5
50TH	46.5	50.5			45.5	34.5	74.5	57.5	42.5	38.5	39.5	45.5	46.5	25.5	51.5	37.5			33.5	41.5
75TH	65.5	59.5			50.5	41.5	75.5	59.5	64.5	39.5	56.5	52.5	52.5	31.5	54.5	40.5			33.5	45.5
START	45.9	44.6			36.2	30.2	53.5	43.2	41.5	33.6	31.4	35.6	44.0	21.2	40.8	33.4			28.5	33.0
NO. COMPANIES	12	8			9	9	10	9	3	2	3	10	10	5	10	3			4	3
NO. EMPLOYEES	12	15			9	12	10	9	3	2	3	10	18	5	11	4			104	15

OTHER JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	47.1		48.1	37.2	37.1	30.8	57.0		59.0	53.2	42.0	30.6	48.5		40.7		31.3	44.3	38.5	52.2
AVERAGE	47.0		49.1	37.2	37.1	30.9	57.0		59.0	53.9	43.6	31.3	48.5		40.7		31.3	44.3	38.7	47.9
25TH	43.5		45.5	34.5	34.5	26.5	50.5		59.5	49.5	32.5	28.5	24.5		29.5		28.5	44.5	38.5	41.5
50TH	46.5		46.5	34.5	34.5	28.5	53.5		59.5	50.5	46.5	28.5	50.5		38.5		28.5	44.5	38.5	41.5
75TH	50.5		55.5	40.5	41.5	31.5	67.5		59.5	58.5	52.5	33.5	50.5		39.5		33.5	44.5	39.5	53.5
START	34.2		34.4	34.3	26.4	24.9	38.7		0.0	46.0	36.0	29.5	32.5		36.1		28.5	0.0	32.0	33.1
NO. COMPANIES	8		3	4	6	4	3		1	6	3	6	4		4		2	1	2	2
NO. EMPLOYEES	11		10	4	6	4	3		4	20	2	8	4		4		2	3	9	7

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

EASTERN UNITED STATES

ALBANY, NY

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	32.8	37.3	38.5	24.3	23.9	26.8	39.3	24.2	28.2	31.3	45.7	35.1	32.1	20.2	37.7	34.9	26.6	79.2	30.2	43.4
AVERAGE	32.8	37.3	38.5	24.3	23.9	26.8	39.3	24.2	28.5	32.3	44.3	35.1	28.7	20.2	37.7	32.2	26.6	79.2	34.3	44.2
25TH	26.5	31.5	34.5	21.5	17.5	24.5	34.5	18.5	25.5	25.5	30.5	30.5	20.5	16.5	19.5	25.5	24.5	67.5	26.5	42.5
50TH	31.5	32.5	37.5	23.5	20.5	26.5	36.5	26.5	28.5	34.5	41.5	35.5	25.5	17.5	38.5	32.5	26.5	67.5	26.5	42.5
75TH	35.5	44.5	43.5	27.5	25.5	27.5	44.5	28.5	32.5	40.5	50.5	36.5	27.5	27.5	54.5	39.5	29.5	75.5	42.5	45.5
START	30.1	34.2	34.4	20.4	23.9	25.5	33.3	20.7	27.4	24.5	39.6	27.3	27.2	17.4	32.2	31.9	26.2	59.2	34.3	39.0
NO. COMPANIES	12	5	3	5	4	6	11	3	6	5	9	4	8	6	7	3	6	2	2	2
NO. EMPLOYEES	13	5	3	5	4	6	11	3	34	8	12	4	10	6	7	5	6	2	17	4

ALLENTOWN, PA (LEHIGH VALLEY)

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	37.8	40.3	36.3	29.4	31.8	29.9	43.4	36.0	35.7	57.0	47.6	31.3	35.9	21.0	36.9	31.6	27.6	51.4	32.5	36.6
AVERAGE	36.7	39.0	35.7	29.3	31.9	29.9	43.0	36.0	35.3	48.1	47.2	31.3	36.5	21.0	37.6	31.4	28.3	51.2	30.4	37.7
25TH	25.5	28.5	33.5	21.5	24.5	23.5	33.5	22.5	28.5	43.5	34.5	21.5	30.5	16.5	27.5	22.5	22.5	45.5	26.5	33.5
50TH	37.5	38.5	36.5	29.5	33.5	30.5	41.5	33.5	33.5	47.5	50.5	31.5	33.5	18.5	37.5	24.5	27.5	51.5	30.5	39.5
75TH	44.5	47.5	37.5	37.5	40.5	34.5	50.5	42.5	39.5	54.5	55.5	34.5	46.5	23.5	45.5	45.5	33.5	52.5	33.5	41.5
START	30.6	31.9	33.6	25.0	31.9	24.6	38.7	35.6	31.7	41.9	43.9	28.9	29.3	19.2	32.3	26.3	22.5	43.5	26.6	31.6
NO. COMPANIES	27	7	12	14	11	11	25	6	16	11	9	12	15	7	25	6	15	13	18	12
NO. EMPLOYEES	34	12	13	18	11	11	26	6	17	29	13	12	16	7	31	7	18	17	161	44

BINGHAMTON, NY

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.3	40.3	33.3	26.0	25.5	25.6	45.5	26.8	28.1	43.9	50.8	29.4	36.2	18.8	32.6	24.2	25.7	46.5	29.3	37.7
AVERAGE	41.4	40.8	33.2	26.0	25.5	25.6	42.7	26.8	29.2	42.7	50.8	29.4	36.2	18.9	33.3	30.8	25.5	47.2	27.7	36.6
25TH	29.5	35.5	26.5	23.5	19.5	20.5	31.5	22.5	20.5	32.5	36.5	25.5	24.5	16.5	21.5	21.5	25.5	27.5	27.5	33.5
50TH	41.5	39.5	33.5	24.5	22.5	24.5	42.5	25.5	26.5	43.5	46.5	28.5	32.5	17.5	25.5	29.5	27.5	44.5	28.5	40.5
75TH	57.5	44.5	41.5	28.5	27.5	30.5	54.5	29.5	32.5	50.5	68.5	34.5	45.5	20.5	46.5	36.5	28.5	55.5	29.5	41.5
START	32.6	31.3	27.9	23.8	20.5	19.4	34.9	22.0	25.2	37.3	41.0	24.7	27.3	18.1	27.1	26.4	23.0	42.0	22.5	27.2
NO. COMPANIES	19	10	7	13	9	9	18	10	11	16	15	6	14	5	19	9	9	11	13	7
NO. EMPLOYEES	22	11	8	13	9	9	20	10	13	19	15	6	14	5	21	21	17	14	121	31

BOSTON, MA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	45.8	50.5	45.3	38.6	36.7	29.0	50.0	45.5	31.3	67.0	53.8	40.5	42.9	27.1	44.9	28.5	30.6	62.9	33.3	43.0
AVERAGE	42.5	48.3	45.3	38.6	36.7	29.0	46.2	45.5	31.3	56.3	49.7	33.4	42.9	27.1	41.5	28.5	31.9	57.6	30.9	42.4
25TH	33.5	42.5	43.5	29.5	30.5	23.5	30.5	34.5	20.5	36.5	28.5	20.5	26.5	20.5	28.5	27.5	24.5	42.5	26.5	36.5
50TH	45.5	52.5	45.5	33.5	38.5	26.5	35.5	43.5	33.5	55.5	47.5	38.5	37.5	23.5	45.5	27.5	25.5	55.5	26.5	41.5
75TH	46.5	54.5	47.5	37.5	43.5	35.5	52.5	55.5	40.5	63.5	50.5	53.5	51.5	26.5	48.5	30.5	28.5	75.5	32.5	45.5
START	35.0	39.2	35.3	28.1	31.0	21.8	36.8	34.3	25.6	36.3	35.0	28.8	45.1	19.3	33.4	27.0	22.1	56.8	30.0	52.0
NO. COMPANIES	17	5	3	6	9	3	12	5	3	5	8	9	4	8	8	2	4	6	4	4
NO. EMPLOYEES	29	9	3	8	3	9	15	5	3	10	11	10	4	9	15	2	5	8	25	5

BUFFALO, NY

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.3	40.2	32.6	35.9	30.5	26.4	41.9	33.7	33.1	48.1	48.8	33.5	34.6	21.4	35.7	26.9	27.5	46.6	28.9	31.2
AVERAGE	37.6	38.8	32.5	31.8	30.5	26.4	42.1	33.7	35.6	49.1	50.5	33.5	34.6	21.9	36.4	26.9	27.6	48.4	29.7	36.1
25TH	31.5	36.5	27.5	24.5	24.5	19.5	30.5	30.5	30.5	43.5	44.5	24.5	27.5	17.5	29.5	19.5	24.5	44.5	28.5	31.5
50TH	35.5	36.5	33.5	30.5	32.5	24.5	39.5	33.5	31.5	50.5	47.5	28.5	35.5	19.5	37.5	26.5	26.5	48.5	30.5	35.5
75TH	41.5	39.5	36.5	36.5	36.5	29.5	50.5	38.5	41.5	59.5	57.5	41.5	39.5	25.5	41.5	34.5	30.5	52.5	32.5	40.5
START	34.8	35.4	32.8	33.5	27.0	23.6	40.1	31.5	30.0	36.7	40.6	29.9	27.5	18.2	29.4	23.8	25.9	46.8	26.0	31.4
NO. COMPANIES	24	9	14	15	9	13	27	6	14	17	16	13	14	6	23	5	12	17	18	12
NO. EMPLOYEES	50	13	15	26	9	13	28	6	39	25	21	13	14	7	25	5	13	19	103	56

CORCORD, NH

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.9	45.0	41.0	31.2	32.1	27.3	42.7	31.6	31.7	55.6	51.2	38.1	35.3	22.2	36.4	32.2	24.5	56.6	29.1	32.2
AVERAGE	40.0	47.5	40.6	31.5	31.2	26.5	40.5	31.6	34.5	50.8	54.7	35.6	34.7	22.2	35.0	31.8	24.6	57.2	31.3	34.5
25TH	30.5	29.5	35.5	26.5	26.5	19.5	30.5	27.5	30.5	41.5	40.5	24.5	25.5	16.5	26.5	25.5	19.5	43.5	25.5	25.5
50TH	36.5	49.5	40.5	29.5	29.5	25.5	38.5	31.5	33.5	50.5	54.5	28.5	34.5	20.5	33.5	30.5	23.5	57.5	28.5	31.5
75TH	46.5	55.5	47.5	36.5	32.5	29.5	43.5	33.5	36.5	59.5	72.5	45.5	44.5	26.5	39.5	39.5	29.5	71.5	34.5	38.5
START	34.6	37.5	33.4	26.9	26.4	23.7	34.4	28.6	26.9	42.1	45.2	31.0	27.6	18.7	29.9	23.6	20.7	43.1	24.6	28.6
NO. COMPANIES	52	9	15	16	16	20	43	13	24	29	30	22	31	14	33	17	25	31	35	31
NO. EMPLOYEES	59	13	16	17	17	21	49	13	45	44	39	35	36	14	35	19	28	38	237	106

HARRISBURG, PA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.1	36.6	34.3	29.5	29.5	22.0	36.2	31.2	30.1	44.5	44.2	30.5	36.3	21.4	42.6	31.2	23.0	47.2	28.7	37.3
AVERAGE	40.1	33.2	34.3	29.5	28.0	22.0	36.3	31.9	28.8	43.3	46.2	31.0	36.4	20.3	39.1	33.7	23.1	53.0	27.2	37.2
25TH	30.5	32.5	31.5	21.5	22.5	20.5	29.5	23.5	20.5	30.5	29.5	24.5	32.5	16.5	27.5	27.5	18.5	45.5	22.5	33.5
50TH	38.5	36.5	33.5	26.5	24.5	22.5	34.5	30.5	29.5	45.5	44.5	29.5	37.5	19.5	31.5	31.5	21.5	49.5	26.5	35.5
75TH	48.5	42.5	37.5	34.5	31.5	24.5	39.5	37.5	32.5	46.5	52.5	31.5	43.5	22.5	48.5	39.5	26.5	52.5	29.5	40.5
START	33.0	32.4	31.3	24.6	22.9	20.3	33.6	28.8	25.7	40.5	34.9	27.1	29.8	16.5	32.6	28.2	20.1	40.1	23.0	28.9
NO. COMPANIES	35	12	5	12	17	13	22	13	13	12	15	17	13	16	20	12	15	6	8	7
NO. EMPLOYEES	40	19	5	12	13	14	26	14	15	20	23	29	14	161	32	24	40	43	242	42

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

HARTFORD, CT

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	53.1	46.6	59.0		39.0	26.8	65.5	51.7	37.2	63.8	64.2	53.1	43.6	22.5	41.9		30.1		33.6	33.0
AVERAGE	55.6	48.9	59.0		39.0	27.1	65.5	51.7	37.2	68.7	66.8	57.7	43.6	22.5	41.9		30.1		33.6	33.0
25TH	41.5	26.5	42.5		29.5	26.5	40.5	51.5	35.5	39.5	45.5	27.5	39.5	21.5	27.5		20.5		33.5	33.5
50TH	47.5	37.5	60.5		43.5	26.5	60.5	66.5	35.5	67.5	67.5	43.5	46.5	22.5	40.5		21.5		33.5	33.5
75TH	72.5	45.5	74.5		45.5	29.5	75.5	68.5	39.5	75.5	75.5	70.5	57.5	24.5	55.5		33.5		33.5	33.5
START	35.6	26.7	38.5		30.7	20.2	48.6	46.4	36.0	37.1	47.9	39.8	37.5	22.8	37.6		20.2		21.9	24.0
NO. COMPANIES	7	4	3		3	3	8	3	2	3	7	4	5	5	6		4		1	1
NO. EMPLOYEES	9	5	3		3	4	8	3	2	7	8	6	5	5	6		4		6	3

LANCASTER, PA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	37.1			24.1	23.6		34.5	26.1	40.0	35.2	29.8	32.0	34.8		37.6	30.4	25.4	49.8	33.7	30.2
AVERAGE	36.4			24.1	23.6		34.5	26.1	31.6	33.2	29.8	29.0	34.9		37.6	30.4	25.0	49.8	28.5	32.5
25TH	24.5			20.5	16.5		24.5	20.5	20.5	27.5	17.5	20.5	23.5		28.5	22.5	20.5	38.5	23.5	30.5
50TH	31.5			24.5	26.5		33.5	26.5	28.5	27.5	25.5	23.5	30.5		29.5	23.5	22.5	40.5	28.5	31.5
75TH	50.5			25.5	30.5		41.5	31.5	44.5	37.5	32.5	34.5	38.5		33.5	24.5	31.5	61.5	35.5	37.5
START	33.0			18.5	13.4		27.6	19.4	29.8	25.9	28.4	26.0	25.3		21.1	18.9	13.5	55.0	25.0	24.8
NO. COMPANIES	19			4	3		11	3	7	4	4	6	8		5	4	9	6	7	9
NO. EMPLOYEES	20			4	3		11	3	39	15	4	15	8		5	4	11	6	61	19

MONTGOMERY COUNTY, PA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	45.5	47.0	40.6	38.8	31.9	25.3	38.8	30.7	36.2	47.0	55.9	37.9	36.5	23.2	39.6	37.5	27.7	38.9	32.2	41.3
AVERAGE	45.8	47.2	39.6	38.8	31.9	24.4	38.5	30.7	36.1	53.7	55.3	39.5	36.5	23.2	40.4	37.5	25.2	38.9	32.3	41.3
25TH	35.5	34.5	33.5	34.5	27.5	19.5	32.5	21.5	25.5	40.5	47.5	29.5	23.5	21.5	32.5	30.5	16.5	30.5	30.5	33.5
50TH	42.5	46.5	36.5	41.5	31.5	22.5	36.5	29.5	31.5	49.5	52.5	35.5	36.5	24.5	35.5	34.5	25.5	39.5	32.5	40.5
75TH	52.5	56.5	50.5	45.5	37.5	25.5	44.5	35.5	42.5	62.5	63.5	43.5	46.5	26.5	44.5	40.5	33.5	45.5	33.5	42.5
START	43.4	43.5	35.5	36.9	27.6	22.8	30.6	38.0	38.2	44.2	52.1	35.2	32.7	22.7	38.5	29.3	21.1	44.7	28.5	0.0
NO. COMPANIES	26	7	11	11	13	12	22	6	14	20	17	17	10	7	15	9	7	8	6	4
NO. EMPLOYEES	30	11	12	11	13	15	26	9	15	42	29	21	10	7	16	9	10	8	27	4

NEWARK AREA, NJ (METRO)

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	55.1	47.0	49.5	50.1	38.7	35.5	45.9	45.9	41.3	53.0	49.4	35.5	42.2	26.4	49.3	41.4	34.4	58.9		
AVERAGE	52.7	47.0	47.9	50.1	36.6	35.3	45.8	45.7	39.7	51.4	47.8	35.5	42.2	26.4	43.2	41.4	36.5	58.9		
25TH	42.5	39.5	41.5	31.5	32.5	27.5	40.5	35.5	31.5	35.5	44.5	22.5	33.5	21.5	47.5	35.5	32.5	47.5		
50TH	47.5	42.5	48.5	51.5	33.5	33.5	42.5	43.5	38.5	54.5	50.5	37.5	45.5	26.5	43.5	35.5	32.5	59.5		
75TH	56.5	47.5	54.5	54.5	41.5	41.5	48.5	45.5	46.5	56.5	53.5	47.5	45.5	26.5	50.5	46.5	40.5	69.5		
START	43.4	40.9	42.2	42.0	29.3	29.3	37.0	36.6	35.2	42.5	42.6	32.1	34.9	22.9	41.5	36.6	28.6	48.6		
NO. COMPANIES	8	4	3	4	5	6	4	4	7	4	5	3	8	4	5	2	2	3		
NO. EMPLOYEES	10	4	4	4	7	7	4	6	12	8	6	3	8	4	3	2	4	3		

NEW YORK, NY

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.1	43.8		33.0	34.4	28.4	47.7	35.6	36.0	47.3		33.4	37.5	25.9	36.8	39.5				
AVERAGE	44.1	43.5		33.0	34.4	28.1	48.5	36.9	36.0	47.9		33.4	38.0	25.9	36.8	39.5				
25TH	40.5	35.5		27.5	28.5	26.5	31.5	33.5	25.5	44.5		33.5	36.5	21.5	31.5	32.5				
50TH	44.5	45.5		32.5	32.5	26.5	46.5	36.5	40.5	44.5		34.5	37.5	23.5	33.5	39.5				
75TH	47.5	45.5		38.5	38.5	29.5	67.5	42.5	41.5	50.5		35.5	40.5	25.5	44.5	46.5				
START	40.2	43.0		25.7	29.1	24.2	39.2	33.7	30.8	37.5		25.7	30.8	20.4	34.5	35.0				
NO. COMPANIES	9	5		3	7	6	3	5	3	2		5	5	7	5	3				
NO. EMPLOYEES	9	6		3	7	12	5	6	3	5		5	6	7	5	3				

PHILADELPHIA, PA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.8	41.1	36.3	36.2	30.8	25.2	43.9	33.5	34.5	59.7	49.2	32.3	36.6	23.4	34.8	40.6	29.1	60.7	30.9	41.1
AVERAGE	41.1	39.8	36.3	34.5	29.8	28.4	43.9	33.5	35.0	59.7	50.3	32.3	36.6	23.5	34.8	40.6	29.1	60.7	35.8	46.8
25TH	34.5	35.5	35.5	30.5	24.5	19.5	33.5	29.5	30.5	41.5	39.5	26.5	31.5	20.5	29.5	30.5	23.5	60.5	27.5	32.5
50TH	40.5	42.5	35.5	33.5	28.5	30.5	45.5	34.5	33.5	49.5	46.5	31.5	35.5	22.5	33.5	31.5	27.5	60.5	34.5	45.5
75TH	43.5	43.5	37.5	36.5	30.5	33.5	50.5	39.5	42.5	75.5	52.5	35.5	42.5	26.5	35.5	46.5	27.5	61.5	36.5	62.5
START	36.8	32.7	34.5	30.0	24.2	24.5	35.5	29.6	29.1	41.0	41.5	26.4	29.8	18.8	27.1	39.3	25.6	52.5	22.2	26.8
NO. COMPANIES	16	5	2	9	8	7	13	5	7	5	13	8	10	10	11	4	4	2	4	3
NO. EMPLOYEES	17	8	2	11	9	8	13	5	8	5	14	12	10	11	11	4	4	2	25	5

PITTSBURGH, PA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	45.6	50.6		38.3	33.8	34.4	43.7	38.1	36.1	52.4	43.7	35.5	39.6	30.1	37.9	34.5	28.9	41.9	29.4	47.9
AVERAGE	45.6	50.6		38.3	33.8	34.4	43.7	38.1	38.2	52.4	44.5	35.5	39.6	30.1	37.9	34.5	28.8	41.3	28.5	47.9
25TH	35.5	43.5		25.5	32.5	23.5	29.5	22.5	34.5	50.5	31.5	25.5	36.5	28.5	29.5	27.5	24.5	29.5	24.5	47.5
50TH	44.5	48.5		38.5	32.5	35.5	39.5	34.5	34.5	52.5	39.5	32.5	37.5	28.5	40.5	31.5	24.5	29.5	29.5	47.5
75TH	55.5	49.5		44.5	41.5	45.5	48.5	36.5	42.5	55.5	63.5	38.5	42.5	32.5	47.5	44.5	33.5	54.5	31.5	47.5
START	45.9	44.9		33.6	30.0	27.3	48.9	35.6	0.0	42.7	51.5	30.3	36.9	28.1	34.5	44.9	0.0	0.0	29.7	37.6
NO. COMPANIES	8	4		4	6	6	9	4	2	6	5	4	5	2	7	3	2	2	3	1
NO. EMPLOYEES	8	4		4	6	6	9	4	4	7	8	4	5	2	7	3	2	2	14	5

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

PORTLAND, ME

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	34.6						35.0		40.1	39.8	34.2	33.9			39.5	21.4	34.8	50.0	28.4	35.5
AVERAGE	34.2						35.0		40.1	44.2	34.6	33.9			39.6	21.4	33.1	60.8	27.4	35.5
25TH	28.5						32.5		39.5	34.5	33.5	26.5			27.5	16.5	29.5	33.5	16.5	28.5
50TH	37.5						38.5		42.5	47.5	33.5	32.5			35.5	18.5	29.5	64.5	29.5	35.5
75TH	39.5						33.5		46.5	55.5	36.5	42.5			44.5	29.5	36.5	75.5	39.5	42.5
START	25.3						28.4		32.0	28.9	24.5	30.5			27.5	18.0	0.0	0.0	12.5	25.1
NO. COMPANIES	7						5		5	5	2	5			4	3	2	3	3	3
NO. EMPLOYEES	8						5		5	8	3	5			4	3	4	5	7	4

PROVIDENCE, RI

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	36.8	56.2	40.4				47.2		37.2	60.2	56.5	36.1	40.5			32.5		85.8		
AVERAGE	36.8	52.3	39.8				47.2		37.2	60.2	56.5	36.1	40.5			32.5		85.8		
25TH	30.5	44.5	38.5				45.5		35.5	25.5	33.5	30.5	31.5			26.5		75.5		
50TH	35.5	44.5	38.5				45.5		35.5	55.5	45.5	32.5	31.5			26.5		75.5		
75TH	39.5	60.5	41.5				46.5		39.5	75.5	47.5	46.5	49.5			39.5		75.5		
START	37.9	33.7	41.6				48.3		39.5	62.4	60.3	32.8	31.2			26.0		93.6		
NO. COMPANIES	5	2	2				4		2	3	4	6	2			2		2		
NO. EMPLOYEES	5	4	3				4		2	3	4	6	2			2		2		

READING, PA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	38.4	40.4	43.4	43.3	38.4	35.6	38.5	43.8	37.2	47.8	51.9	38.1	52.9	21.7	43.0	36.1	29.4	57.0	33.1	39.7
AVERAGE	37.1	40.4	43.4	36.4	35.6	29.2	40.6	43.1	35.6	53.4	49.2	38.1	42.8	21.7	41.6	34.3	28.2	55.9	31.1	37.2
25TH	30.5	31.5	35.5	27.5	26.5	17.5	32.5	28.5	25.5	31.5	29.5	25.5	35.5	16.5	32.5	23.5	21.5	44.5	25.5	30.5
50TH	38.5	33.5	44.5	31.5	35.5	30.5	40.5	35.5	34.5	57.5	53.5	38.5	44.5	19.5	39.5	34.5	27.5	54.5	30.5	36.5
75TH	44.5	57.5	53.5	48.5	46.5	35.5	48.5	49.5	42.5	65.5	66.5	52.5	47.5	23.5	52.5	41.5	32.5	68.5	36.5	43.5
START	34.4	42.4	37.6	32.9	30.1	26.6	37.3	36.0	31.8	50.9	43.5	32.4	37.9	26.4	34.5	27.6	25.8	45.8	26.5	29.9
NO. COMPANIES	23	6	9	16	14	15	22	8	11	12	11	11	10	6	18	9	12	12	15	10
NO. EMPLOYEES	30	6	9	36	18	23	36	9	28	18	13	11	49	6	21	16	24	33	338	55

ROCHESTER, NY

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE				23.4		29.6	35.6	39.6	25.9	45.2		26.5			32.4	38.7	26.2			
AVERAGE				23.8		29.6	35.5	39.6	26.6	44.1		24.2			33.8	36.7	27.7			
25TH				28.5		28.5	32.5	39.5	23.5	30.5		20.5			32.5	26.5	25.5			
50TH				28.5		28.5	32.5	39.5	26.5	45.5		25.5			32.5	40.5	25.5			
75TH				31.5		31.5	39.5	40.5	30.5	57.5		27.5			35.5	50.5	30.5			
START				26.5		26.5	31.5	35.0	21.5	34.0		18.3			24.0	35.0	21.5			
NO. COMPANIES				2		2	2	2	3	3		3			2	3	2			
NO. EMPLOYEES				3		2	2	2	4	29		17			17	3	6			

STAMFORD, CT

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	48.6	53.7	46.8	47.9	43.1	31.0	41.7	38.7	36.7	81.4		44.0	43.2	25.1	41.9	39.8	25.7	59.3	34.6	50.4
AVERAGE	46.9	51.5	46.6	47.9	43.1	30.8	42.2	38.9	37.9	81.4		44.0	43.2	26.4	41.3	36.4	25.7	61.0	34.7	50.4
25TH	37.5	40.5	38.5	38.5	34.5	28.5	38.5	29.5	32.5	75.5		36.5	36.5	18.5	31.5	26.5	24.5	56.5	33.5	50.5
50TH	51.5	43.5	43.5	49.5	40.5	29.5	39.5	32.5	33.5	75.5		43.5	42.5	23.5	40.5	33.5	24.5	56.5	35.5	50.5
75TH	52.5	61.5	46.5	56.5	45.5	32.5	40.5	45.5	47.5	75.5		54.5	50.5	29.5	46.5	50.5	25.5	66.5	35.5	50.5
START	41.7	44.0	39.7	39.4	36.5	26.1	44.6	33.7	27.3	0.0		40.4	36.1	23.3	34.8	0.0	22.1	0.0	28.7	0.0
NO. COMPANIES	10	5	5	7	7	6	4	6	3	1		7	7	6	4	3	4	2	3	1
NO. EMPLOYEES	19	15	5	7	7	8	5	7	4	3		7	7	7	4	4	4	3	21	2

SYRACUSE, NY

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	34.7	40.4	37.0	31.4	35.4	27.5	39.7	33.1	31.8	38.6	56.1	39.9	37.4	22.6	40.7	36.7	30.0	63.8	36.3	32.4
AVERAGE	37.9	41.2	37.0	31.4	35.4	27.5	39.7	33.1	33.8	41.0	56.1	39.3	37.4	22.5	39.3	37.3	28.3	65.4	34.5	33.0
25TH	26.5	33.5	29.5	25.5	26.5	21.5	31.5	22.5	24.5	34.5	52.5	34.5	37.5	16.5	30.5	22.5	20.5	37.5	31.5	30.5
50TH	36.5	43.5	38.5	27.5	39.5	23.5	37.5	32.5	32.5	42.5	53.5	34.5	38.5	19.5	39.5	33.5	29.5	58.5	32.5	30.5
75TH	46.5	49.5	42.5	33.5	41.5	30.5	47.5	44.5	36.5	47.5	65.5	40.5	39.5	24.5	47.5	43.5	29.5	75.5	32.5	35.5
START	31.4	35.1	34.5	28.2	29.1	23.9	36.0	28.2	25.6	32.4	43.2	31.1	31.7	17.7	33.9	35.4	23.6	53.5	27.1	24.5
NO. COMPANIES	15	7	3	11	9	8	12	11	10	9	6	4	9	8	13	6	4	3	6	2
NO. EMPLOYEES	20	8	3	11	9	8	12	11	12	11	6	4	9	8	18	7	7	4	76	21

WASHINGTON, DC

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	49.2	49.6	51.8	42.6	36.2	36.9	47.3	39.4	39.9	36.7	37.8	40.6	48.2	25.1	39.2	38.2	23.1	36.2	29.3	44.0
AVERAGE	47.9	47.5	51.9	42.6	36.2	37.2	47.0	39.4	37.5	46.5	49.6	37.9	44.9	26.1	37.7	38.2	24.9	36.2	33.6	44.0
25TH	38.5	35.5	27.5	35.5	25.5	31.5	36.5	35.5	26.5	28.5	36.5	28.5	22.5	22.5	23.5	34.5	23.5	25.5	28.5	38.5
50TH	49.5	39.5	35.5	41.5	41.5	36.5	41.5	36.5	39.5	40.5	38.5	32.5	40.5	24.5	35.5	35.5	25.5	25.5	28.5	38.5
75TH	53.5	54.5	44.5	52.5	43.5	41.5	50.5	45.5	47.5	55.5	56.5	43.5	60.5	25.5	50.5	45.5	25.5	47.5	39.5	49.5
START	35.5	45.4	33.0	31.3	30.2	29.8	38.0	35.1	30.8	33.5	37.5	31.8	40.0	21.0	36.1	32.2	20.9	32.4	24.3	32.4
NO. COMPANIES	17	7	4	6	7	7	14	6	3	7	9	12	8	9	8	5	5	2	2	2
NO. EMPLOYEES	19	12	4	6	7	9	25	6	4	20	21	15	10	3	10	5	10	2	25	2

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

WESTCHESTER, NY

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.3	54.7	42.2	36.7	31.5	30.9	51.9	33.1	32.1	49.8	60.3	37.3	40.7	29.2	46.2	45.2	27.1	56.9	31.7	38.9
AVERAGE	42.8	54.7	46.2	36.7	30.6	30.4	51.9	35.8	33.5	53.6	54.2	39.9	41.7	29.2	46.2	43.2	27.8	56.9	31.3	37.4
25TH	33.5	46.5	44.5	29.5	24.5	25.5	37.5	29.5	29.5	40.5	38.5	25.5	36.5	23.5	32.5	35.5	22.5	31.5	25.5	31.5
50TH	42.5	56.5	44.5	35.5	30.5	29.5	49.5	34.5	30.5	60.5	46.5	35.5	40.5	26.5	43.5	40.5	24.5	59.5	31.5	36.5
75TH	51.5	61.5	46.5	44.5	36.5	34.5	61.5	36.5	40.5	62.5	64.5	39.5	45.5	35.5	58.5	55.5	32.5	64.5	34.5	38.5
START	36.9	49.3	37.1	35.3	26.4	24.9	41.1	31.7	29.8	36.7	39.0	28.3	34.8	26.3	34.8	27.8	24.1	43.2	27.0	27.0
NO. COMPANIES	23	3	5	14	11	12	18	9	14	9	12	12	12	10	12	7	9	4	7	4
NO. EMPLOYEES	33	3	9	14	13	13	18	12	20	19	16	41	15	10	12	10	11	4	85	30

WILMINGTON, DE

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	39.7	47.7		36.7	32.0	23.6	43.6	31.5	36.1	51.9	48.6	45.8	40.0	19.7	42.2	36.1	29.7	43.8	34.2	41.2
AVERAGE	39.3	47.7		38.3	32.0	23.6	43.6	31.5	34.2	51.9	45.3	45.8	37.5	19.7	42.2	36.1	29.7	44.5	34.3	41.2
25TH	33.5	47.5		23.5	23.5	18.5	40.5	26.5	30.5	44.5	24.5	29.5	31.5	16.5	23.5	29.5	16.5	37.5	29.5	36.5
50TH	41.5	47.5		30.5	23.5	19.5	45.5	27.5	31.5	44.5	39.5	48.5	34.5	19.5	43.5	35.5	28.5	39.5	31.5	36.5
75TH	46.5	46.5		37.5	40.5	26.5	47.5	30.5	39.5	58.5	55.5	52.5	47.5	23.5	45.5	36.5	43.5	45.5	42.5	46.5
START	34.2	39.2		30.7	26.6	21.5	35.7	26.4	27.4	40.8	33.6	36.7	30.8	18.6	34.9	27.9	26.2	36.8	28.9	38.6
NO. COMPANIES	7	2		4	2	4	5	5	6	2	6	4	3	3	4	4	3	4	3	2
NO. EMPLOYEES	8	3		5	2	4	5	5	7	4	9	4	4	3	4	4	3	6	21	2

YORK, PA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	37.6	39.2	36.9	32.9	25.6	26.6	38.1	33.9	31.4	54.0	50.8	30.7	39.9	17.9	34.7	31.1	26.6	48.1	34.8	35.7
AVERAGE	36.7	43.5	36.9	31.1	25.6	26.6	38.2	33.9	31.6	57.6	50.6	30.0	39.9	17.9	33.9	31.8	24.6	48.8	30.9	33.4
25TH	29.5	31.5	30.5	26.5	22.5	17.5	28.5	31.5	20.5	44.5	42.5	23.5	33.5	17.5	28.5	24.5	21.5	35.5	27.5	26.5
50TH	35.5	43.5	39.5	29.5	24.5	26.5	37.5	32.5	28.5	53.5	47.5	28.5	36.5	17.5	36.5	30.5	24.5	43.5	28.5	30.5
75TH	44.5	55.5	39.5	32.5	26.5	29.5	47.5	39.5	35.5	60.5	53.5	35.5	46.5	19.5	38.5	39.5	28.5	54.5	34.5	38.5
START	30.4	35.8	29.8	24.4	21.3	19.5	31.3	30.3	27.5	44.6	39.2	27.0	31.7	16.0	27.0	25.5	20.4	38.7	24.1	28.5
NO. COMPANIES	19	7	8	11	11	8	16	6	10	8	9	9	10	5	17	7	10	12	14	12
NO. EMPLOYEES	23	11	8	12	11	8	17	6	11	14	9	10	10	5	20	11	16	14	145	55

EAST CENTRAL UNITED STATES

AKRON-CANTON, OH

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	48.6	59.8	45.4	57.2	39.7	42.1	56.4	49.2	34.8	62.3	81.6	45.3	39.6	40.5	61.6	40.4	36.2	64.8	32.0	40.5
AVERAGE	44.6	58.8	45.4	57.2	39.7	42.1	56.4	52.5	34.8	63.5	81.6	45.3	44.1	40.5	56.9	40.4	36.2	64.8	32.0	40.5
25TH	23.5	56.5	40.5	51.5	39.5	36.5	55.5	29.5	16.5	36.5	58.5	27.5	37.5	39.5	50.5	28.5	35.5	64.5	32.5	40.5
50TH	42.5	56.5	40.5	51.5	45.5	36.5	55.5	50.5	40.5	61.5	75.5	44.5	37.5	39.5	53.5	44.5	35.5	64.5	32.5	40.5
75TH	47.5	61.5	50.5	62.5	48.5	47.5	57.5	67.5	47.5	75.5	75.5	44.5	50.5	41.5	56.5	48.5	36.5	64.5	32.5	40.5
START	47.2	55.9	40.9	47.6	32.4	33.9	47.4	45.8	32.6	67.0	80.4	50.3	40.6	33.8	50.3	40.6	33.6	53.9	27.9	36.9
NO. COMPANIES	4	2	2	2	5	2	2	3	3	3	3	4	2	2	4	3	2	1	1	1
NO. EMPLOYEES	5	3	2	2	5	2	2	4	3	6	3	4	6	2	7	3	2	2	54	9

BATTLECREEK-KALAMAZOO, MI

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.9	37.4	33.3	35.3	28.0	25.4	47.1	31.0	28.7	55.6	52.3	30.6	43.7	27.2	37.2	28.2	25.4	53.6	28.1	31.2
AVERAGE	39.8	40.5	33.3	34.4	28.0	24.3	47.1	31.0	28.7	52.1	54.2	37.6	45.4	27.2	36.7	28.7	26.8	54.8	29.0	34.7
25TH	31.5	35.5	31.5	27.5	20.5	22.5	37.5	26.5	22.5	37.5	34.5	26.5	39.5	22.5	28.5	22.5	20.5	45.5	25.5	27.5
50TH	34.5	42.5	32.5	30.5	24.5	24.5	41.5	29.5	29.5	48.5	50.5	36.5	44.5	24.5	31.5	25.5	22.5	51.5	29.5	30.5
75TH	45.5	43.5	36.5	41.5	35.5	26.5	61.5	34.5	36.5	71.5	67.5	43.5	49.5	28.5	40.5	35.5	29.5	61.5	31.5	42.5
START	38.1	37.5	26.2	25.8	27.5	22.7	39.7	27.9	25.1	46.9	54.2	33.0	35.1	21.6	33.2	25.6	22.2	52.9	26.0	31.5
NO. COMPANIES	25	3	3	6	8	9	18	6	7	14	9	13	10	7	16	8	11	10	17	10
NO. EMPLOYEES	27	8	3	7	8	14	18	6	7	18	12	27	12	7	19	9	15	11	99	38

CHICAGO, IL

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.0	45.3	37.5	37.3	34.3	29.7	45.1	33.4	36.6	54.6	60.2	34.5	49.6	26.0	44.5	36.4	29.3	51.1	32.4	36.3
AVERAGE	42.4	44.3	37.5	37.5	34.5	29.7	44.8	33.5	36.3	53.0	54.4	35.1	49.6	26.0	40.5	36.6	26.7	49.9	33.1	36.9
25TH	34.5	39.5	33.5	31.5	26.5	24.5	32.5	25.5	29.5	39.5	36.5	31.5	38.5	22.5	33.5	34.5	21.5	38.5	30.5	37.5
50TH	38.5	47.5	38.5	36.5	35.5	27.5	44.5	33.5	33.5	52.5	47.5	34.5	47.5	24.5	41.5	36.5	26.5	48.5	33.5	41.5
75TH	46.5	48.5	42.5	41.5	36.5	31.5	52.5	37.5	45.5	61.5	61.5	35.5	63.5	30.5	46.5	43.5	34.5	57.5	36.5	43.5
START	35.5	40.8	32.8	33.7	28.4	26.6	37.0	29.8	31.1	37.7	46.7	28.8	36.6	21.6	32.3	29.4	24.4	40.2	27.1	24.6
NO. COMPANIES	35	5	14	14	15	20	24	13	18	13	16	30	12	18	22	7	6	8	5	5
NO. EMPLOYEES	44	9	14	15	18	20	30	14	19	25	27	34	12	21	33	11	11	9	23	11

CHICAGO (NORTH/WEST), IL

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	39.9	45.9	29.9	37.7	31.9	29.8	41.9	36.9	36.4	54.2	52.2	33.2	39.8	26.2	42.2	34.5	27.5	59.6	29.9	36.1
AVERAGE	41.1	41.9	29.9	37.8	31.9	29.8	41.9	37.4	35.4	53.3	52.2	33.2	39.8	26.2	42.2	33.9	27.2	59.8	29.1	43.5
25TH	35.5	33.5	24.5	33.5	28.5	23.5	35.5	30.5	28.5	41.5	39.5	28.5	33.5	22.5	34.5	26.5	25.5	49.5	27.5	39.5
50TH	40.5	39.5	31.5	34.5	29.5	29.5	38.5	35.5	34.5	53.5	50.5	30.5	33.5	23.5	38.5	32.5	26.5	58.5	29.5	41.5
75TH	43.5	49.5	31.5	39.5	39.5	35.5	44.5	48.5	36.5	54.5	65.5	38.5	44.5	30.5	47.5	40.5	32.5	63.5	30.5	47.5
START	34.1	34.1	26.6	26.7	25.9	25.7	34.3	31.5	28.6	41.1	45.7	29.7	33.0	21.0	33.8	28.5	21.5	46.4	26.7	39.5
NO. COMPANIES	24	7	4	11	10	12	17	7	14	8	9	10	10	9	10	11	10	6	8	7
NO. EMPLOYEES	29	9	4	13	10	12	17	9	17	14	9	10	10	9	10	13	12	7	23	12

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

CINCINNATI, OH

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	38.8	48.7	43.6	33.3	31.0	27.1	45.8	36.0	36.0	36.9	53.7	26.0	42.7	23.1	39.8	39.0	31.2	57.0	32.6	40.2
AVERAGE	38.4	48.7	43.6	34.1	31.0	27.3	45.8	36.0	36.3	51.4	54.7	33.6	43.0	23.1	39.5	37.0	28.9	55.7	31.8	39.1
25TH	32.5	44.5	36.5	24.5	25.5	23.5	33.5	27.5	26.5	38.5	43.5	23.5	36.5	18.5	33.5	31.5	24.5	41.5	23.5	32.5
50TH	37.5	47.5	38.5	31.5	29.5	25.5	44.5	32.5	34.5	44.5	53.5	29.5	40.5	21.5	38.5	34.5	28.5	50.5	32.5	39.5
75TH	43.5	54.5	45.5	45.5	36.5	31.5	55.5	47.5	42.5	55.5	69.5	37.5	47.5	27.5	46.5	44.5	33.5	69.5	35.5	43.5
START	33.7	39.2	35.6	28.3	25.2	23.2	40.1	23.9	31.4	47.6	46.1	27.3	36.3	21.1	32.7	31.9	25.8	52.5	25.5	30.9
NO. COMPANIES	34	6	13	18	19	16	27	15	20	16	15	14	21	18	28	14	17	14	22	16
NO. EMPLOYEES	37	6	13	19	19	19	27	15	23	106	19	26	23	18	30	16	28	17	258	50

CLEVELAND, OH

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	47.8	40.7	50.1	46.5	36.8	31.3	57.2	47.0				41.8	45.4	32.8	60.9	38.5			25.0	
AVERAGE	47.8	40.7	50.1	44.8	36.8	31.3	53.1	47.0				41.8	44.6	32.8	60.9	38.5			25.0	
25TH	43.5	31.5	41.5	33.5	31.5	21.5	28.5	45.5				24.5	42.5	30.5	40.5	33.5			25.5	
50TH	44.5	38.5	44.5	39.5	36.5	21.5	37.5	45.5				31.5	42.5	30.5	60.5	35.5			25.5	
75TH	57.5	46.5	47.5	49.5	42.5	41.5	73.5	46.5				69.5	47.5	34.5	62.5	46.5			25.5	
START	38.7	0.0	38.7	38.7	38.7	0.0	0.0	39.7				28.0	0.0	0.0	0.0	0.0			0.0	
NO. COMPANIES	7	4	4	4	5	2	4	2				3	2	2	4	3			1	
NO. EMPLOYEES	7	4	4	7	6	2	5	2				3	3	2	4	3			3	

COLUMBUS, OH

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.3	47.5	38.3	38.6	34.7	30.0	47.1	38.9	39.4	50.3	48.8	39.0	40.6	25.2	43.0	35.1	28.5	52.6	30.8	36.1
AVERAGE	41.4	45.6	38.4	39.9	34.7	29.7	47.4	39.7	38.4	53.9	47.5	39.0	41.4	25.4	42.5	34.2	29.0	55.4	30.5	37.4
25TH	34.5	39.5	33.5	29.5	28.5	22.5	36.5	28.5	31.5	46.5	37.5	29.5	33.5	20.5	32.5	28.5	25.5	42.5	27.5	32.5
50TH	41.5	43.5	38.5	39.5	31.5	27.5	46.5	37.5	35.5	52.5	44.5	35.5	42.5	24.5	40.5	30.5	29.5	54.5	28.5	35.5
75TH	47.5	56.5	43.5	50.5	43.5	35.5	50.5	47.5	41.5	57.5	54.5	43.5	44.5	26.5	53.5	38.5	32.5	56.5	31.5	40.5
START	34.1	37.0	30.0	31.6	30.1	23.6	36.9	30.8	29.7	44.2	35.2	30.1	31.4	20.7	34.0	29.2	24.1	41.8	25.3	31.6
NO. COMPANIES	44	10	17	21	16	20	40	15	24	32	24	21	25	19	35	14	29	24	24	13
NO. EMPLOYEES	50	15	18	26	16	22	48	17	30	65	60	21	29	20	43	21	36	35	133	46

DAYTON, OH

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.9	44.1	42.0	42.8	36.6	31.2	45.9	35.1	34.8	46.3	67.5	27.4	43.3	23.7	44.7	21.6	30.0	54.0	31.9	34.4
AVERAGE	43.7	44.1	43.6	42.8	34.8	31.2	45.8	35.1	34.8	46.0	56.5	32.1	43.3	23.7	44.6	21.6	30.4	62.1	30.8	37.4
25TH	37.5	35.5	34.5	36.5	29.5	24.5	39.5	25.5	27.5	38.5	43.5	27.5	32.5	21.5	38.5	18.5	24.5	48.5	27.5	32.5
50TH	43.5	41.5	37.5	40.5	34.5	29.5	43.5	36.5	33.5	43.5	48.5	30.5	41.5	23.5	44.5	22.5	29.5	60.5	30.5	37.5
75TH	49.5	51.5	49.5	45.5	43.5	35.5	54.5	45.5	43.5	50.5	69.5	41.5	51.5	25.5	48.5	24.5	31.5	73.5	34.5	40.5
START	37.0	38.2	32.6	34.1	29.1	27.3	39.6	28.3	32.2	36.9	41.1	27.7	31.0	20.7	36.4	21.7	29.3	43.6	26.0	29.6
NO. COMPANIES	23	10	10	12	16	14	18	9	13	12	9	10	11	9	20	3	9	10	14	7
NO. EMPLOYEES	28	10	11	12	18	14	22	9	13	96	28	14	11	9	21	3	11	18	134	24

DETROIT, MI

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	48.3		39.3		27.9		39.9	37.7	27.1	54.3	40.7	52.3	57.3	19.2	37.9		26.0	49.7	32.6	
AVERAGE	48.3		39.3		27.9		39.9	37.7	27.1	54.6	40.7	52.3	57.3	19.2	37.9		29.1	49.7	32.4	
25TH	35.5		39.5		23.5		34.5	30.5	20.5	42.5	40.5	41.5	54.5	16.5	27.5		23.5	37.5	25.5	
50TH	55.5		39.5		25.5		43.5	30.5	20.5	52.5	40.5	42.5	54.5	20.5	32.5		24.5	46.5	33.5	
75TH	55.5		40.5		35.5		46.5	44.5	34.5	59.5	40.5	73.5	60.5	20.5	46.5		30.5	65.5	38.5	
START	39.7		28.7		26.8		41.6	37.7	35.3	47.9	34.6	0.0	50.6	18.8	37.5		26.7	55.6	31.1	
NO. COMPANIES	7		2		3		5	2	2	5	2	3	2	5	6		4	3	3	
NO. EMPLOYEES	7		2		3		5	2	2	6	2	3	2	5	6		5	3	14	

EVANSVILLE, IN

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	36.9	40.7		33.6	28.9	29.1	39.1	30.0	29.0	40.5	48.3	32.7	31.5	23.5	43.5		31.2	45.4	34.7	37.7
AVERAGE	36.9	40.7		32.9	28.9	29.1	39.1	30.0	29.0	40.5	48.3	32.4	31.5	23.5	40.8		28.6	45.2	35.5	37.7
25TH	30.5	26.5		18.5	27.5	27.5	19.5	28.5	16.5	34.5	24.5	16.5	16.5	16.5	25.5		16.5	40.5	32.5	37.5
50TH	33.5	37.5		35.5	27.5	27.5	28.5	29.5	16.5	34.5	40.5	34.5	33.5	18.5	45.5		32.5	44.5	32.5	37.5
75TH	40.5	58.5		35.5	30.5	30.5	49.5	32.5	46.5	46.5	43.5	34.5	44.5	29.5	51.5		41.5	46.5	39.5	37.5
START	33.7	31.4		28.6	25.6	26.2	37.9	24.5	21.8	27.9	43.0	26.8	28.7	19.8	29.6		16.8	38.9	25.8	30.5
NO. COMPANIES	8	3		4	2	2	4	5	2	2	4	4	3	4	3		3	4	2	1
NO. EMPLOYEES	8	3		6	2	2	4	5	2	2	4	5	3	4	4		3	7	109	13

FORT WAYNE, IN

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	42.6	37.9	36.7	36.1	29.9	27.4	44.2	33.6	29.9	50.4	59.9	33.0	39.2	24.3	39.6	33.7	26.2	63.2	31.2	39.6
AVERAGE	42.6	37.9	39.5	35.4	30.1	26.0	43.7	32.8	34.4	51.6	53.2	33.0	37.5	24.3	36.7	36.7	27.9	62.6	30.6	40.1
25TH	33.5	34.5	33.5	28.5	23.5	23.5	34.5	24.5	23.5	35.5	42.5	25.5	29.5	20.5	30.5	18.5	22.5	55.5	27.5	36.5
50TH	42.5	37.5	35.5	31.5	27.5	28.5	41.5	32.5	31.5	47.5	53.5	33.5	35.5	21.5	34.5	41.5	26.5	66.5	30.5	37.5
75TH	47.5	42.5	45.5	41.5	35.5	32.5	47.5	39.5	45.5	65.5	63.5	38.5	47.5	27.5	43.5	47.5	32.5	67.5	34.5	43.5
START	34.7	32.5	30.4	28.6	25.7	30.2	35.0	24.8	29.2	39.8	39.2	25.3	29.5	17.8	33.1	30.1	23.7	48.8	25.4	32.9
NO. COMPANIES	21	5	7	12	15	12	20	13	7	11	11	11	19	10	21	7	14	9	15	13
NO. EMPLOYEES	52	5	12	15	16	14	26	17	15	17	23	12	22	10	32	9	16	17	265	42

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

GRAND RAPIDS, MI

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.1	49.5	38.4	34.9	32.8	29.4	45.6	40.7	38.3	54.4	51.7	36.9	37.4	29.2	42.7	36.8	28.6	42.1	26.7	35.0
AVERAGE	40.1	45.1	38.4	35.9	32.7	29.4	45.6	38.8	36.7	55.1	51.7	36.9	37.2	29.2	40.6	42.5	27.6	46.8	30.3	34.0
25TH	33.5	44.5	35.5	33.5	27.5	27.5	34.5	29.5	30.5	45.5	35.5	25.5	35.5	23.5	36.5	34.5	21.5	37.5	25.5	29.5
50TH	36.5	47.5	38.5	35.5	28.5	26.5	42.5	32.5	38.5	50.5	47.5	30.5	39.5	29.5	42.5	36.5	25.5	47.5	28.5	31.5
75TH	40.5	54.5	44.5	37.5	35.5	36.5	56.5	50.5	44.5	62.5	69.5	42.5	41.5	31.5	43.5	48.5	30.5	53.5	31.5	38.5
START	32.7	35.2	33.4	30.8	26.1	22.6	35.7	29.0	28.1	44.6	41.9	31.8	30.6	24.2	34.7	30.7	24.6	38.3	25.6	26.5
NO. COMPANIES	18	6	9	9	10	10	15	8	9	12	11	10	10	9	16	5	16	11	11	6
NO. EMPLOYEES	18	11	9	14	11	18	15	9	11	30	11	10	11	9	18	11	25	24	176	33

INDIANAPOLIS, IN

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.3	42.0	35.7	33.5	34.1	27.4	39.5	39.3	37.1	53.4	46.1	37.9	32.7	27.5	34.4	47.0	27.3	58.7	31.2	35.7
AVERAGE	44.3	39.6	36.7	33.5	34.1	27.4	39.3	37.0	36.9	58.9	46.1	37.9	32.7	27.5	34.4	47.0	29.3	58.7	28.0	35.7
25TH	32.5	28.5	28.5	32.5	25.5	24.5	29.5	24.5	31.5	37.5	34.5	31.5	27.5	20.5	28.5	44.5	19.5	44.5	24.5	25.5
50TH	42.5	42.5	31.5	33.5	33.5	25.5	36.5	30.5	34.5	51.5	45.5	36.5	29.5	29.5	35.5	44.5	19.5	50.5	25.5	25.5
75TH	55.5	45.5	39.5	33.5	45.5	27.5	45.5	51.5	38.5	72.5	54.5	45.5	32.5	37.5	40.5	52.5	39.5	60.5	29.5	45.5
START	33.1	32.8	29.1	28.0	28.7	23.0	34.6	30.9	33.2	41.5	37.5	30.7	29.6	19.0	27.1	27.9	28.7	55.9	20.8	0.0
NO. COMPANIES	18	7	4	9	11	10	16	5	13	6	7	10	12	11	11	3	4	4	5	2
NO. EMPLOYEES	27	12	5	10	11	11	17	6	31	22	7	10	12	11	11	3	5	4	28	8

ROCKFORD, IL

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.6	42.4	34.4	32.0	30.9	31.2	43.8	28.2	33.9	49.6	45.3	30.4	41.6	20.8	40.5	34.7	28.6	49.9	33.6	40.6
AVERAGE	40.8	42.4	34.4	31.7	30.9	31.2	43.8	28.2	34.6	52.5	45.2	30.4	42.0	20.8	39.9	34.7	28.2	51.0	32.5	41.7
25TH	35.5	37.5	27.5	27.5	23.5	24.5	36.5	24.5	24.5	44.5	33.5	25.5	37.5	16.5	31.5	30.5	24.5	43.5	29.5	38.5
50TH	38.5	37.5	31.5	31.5	33.5	32.5	44.5	25.5	34.5	48.5	40.5	29.5	40.5	20.5	40.5	33.5	28.5	50.5	33.5	40.5
75TH	43.5	46.5	36.5	35.5	35.5	36.5	50.5	32.5	39.5	56.5	57.5	33.5	48.5	20.5	47.5	40.5	32.5	58.5	36.5	45.5
START	35.8	34.1	29.5	23.6	27.9	26.6	39.1	25.4	31.9	46.1	41.5	29.8	34.4	20.0	33.7	30.0	25.1	44.1	28.1	36.7
NO. COMPANIES	23	2	5	11	8	7	18	8	16	14	14	5	10	5	21	9	18	13	20	11
NO. EMPLOYEES	27	2	8	12	8	7	20	8	20	23	13	5	11	5	23	9	22	15	182	18

TOLEDO, OH

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.5	39.2	37.7	34.6	33.8	31.1	42.3	37.6	32.1	50.2	49.1	30.3	37.6	23.3	39.2	38.4	29.3	53.0	30.7	39.4
AVERAGE	40.6	39.0	37.7	34.2	33.8	31.1	42.3	38.1	32.6	49.9	49.5	30.5	38.6	23.6	38.9	37.4	29.4	54.7	29.2	37.4
25TH	30.5	26.5	36.5	31.5	27.5	25.5	30.5	30.5	23.5	41.5	41.5	23.5	30.5	19.5	33.5	32.5	25.5	37.5	26.5	28.5
50TH	39.5	40.5	39.5	32.5	32.5	29.5	38.5	33.5	34.5	48.5	44.5	26.5	40.5	21.5	40.5	35.5	28.5	49.5	29.5	38.5
75TH	47.5	44.5	41.5	39.5	38.5	37.5	49.5	44.5	38.5	58.5	52.5	40.5	44.5	27.5	46.5	42.5	34.5	69.5	32.5	42.5
START	33.0	35.1	35.4	29.5	27.9	25.0	35.5	32.7	29.3	36.6	36.3	27.3	30.2	19.7	31.9	31.4	23.8	43.9	24.3	31.7
NO. COMPANIES	33	8	7	13	14	17	28	10	11	9	13	10	16	13	22	8	18	12	17	14
NO. EMPLOYEES	35	9	7	14	14	17	28	11	13	14	15	13	19	15	24	9	25	18	158	52

WEST CENTRAL UNITED STATES

CEDAR RAPIDS, IA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	39.2	48.8	39.5	27.3	23.5	24.3	39.9	32.6	29.0	38.2	46.5	30.5	32.9	20.4	39.7	39.0	28.5	45.0	34.5	42.8
AVERAGE	39.3	48.8	39.5	27.4	23.5	24.3	39.9	32.2	29.3	36.4	43.0	30.5	35.1	19.7	39.7	39.0	29.0	45.4	32.7	39.8
25TH	34.5	29.5	38.5	20.5	18.5	18.5	30.5	27.5	22.5	32.5	35.5	27.5	27.5	16.5	33.5	31.5	22.5	38.5	29.5	31.5
50TH	35.5	50.5	40.5	26.5	22.5	22.5	43.5	34.5	23.5	37.5	39.5	30.5	35.5	19.5	39.5	37.5	28.5	43.5	30.5	40.5
75TH	44.5	65.5	42.5	30.5	29.5	26.5	48.5	36.5	34.5	42.5	52.5	31.5	41.5	23.5	47.5	43.5	34.5	51.5	38.5	43.5
START	33.6	34.5	31.6	22.1	19.7	24.1	35.6	26.1	22.0	31.1	28.4	28.3	28.3	15.7	31.6	34.5	23.2	36.7	29.3	33.2
NO. COMPANIES	20	5	9	10	7	7	18	7	10	7	8	9	11	7	15	6	11	11	10	8
NO. EMPLOYEES	23	5	9	11	7	7	18	9	16	8	12	9	13	9	15	6	17	14	133	21

DAVENPORT, IA (QUAD-CITIES)

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.5	27.2	34.7	35.1	31.6	33.4	41.0	31.5	29.6	45.9	43.9	29.3	31.4	20.6	38.7	44.1	28.3	55.0	34.3	39.5
AVERAGE	43.6	28.0	34.7	34.7	31.6	33.6	41.0	31.5	30.6	49.1	44.0	31.9	31.4	20.9	36.0	44.1	28.3	55.0	35.0	40.1
25TH	35.5	24.5	27.5	29.5	28.5	29.5	33.5	24.5	21.5	37.5	36.5	26.5	19.5	13.5	25.5	42.5	21.5	43.5	30.5	32.5
50TH	42.5	26.5	28.5	36.5	33.5	32.5	39.5	29.5	28.5	50.5	42.5	30.5	28.5	19.5	35.5	43.5	30.5	48.5	33.5	40.5
75TH	46.5	32.5	43.5	38.5	37.5	39.5	49.5	38.5	39.5	55.5	46.5	31.5	37.5	21.5	43.5	44.5	34.5	58.5	38.5	41.5
START	33.6	28.9	30.9	27.5	25.4	27.8	36.2	29.9	28.6	43.2	35.1	32.4	30.0	17.6	34.3	37.4	27.3	41.7	28.3	33.5
NO. COMPANIES	24	3	6	10	9	6	19	6	9	9	13	8	12	5	14	5	9	9	10	8
NO. EMPLOYEES	29	4	6	12	9	7	19	6	12	14	19	15	12	6	16	5	9	9	56	16

DES MOINES, IA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	42.4	38.3	39.4	31.2	32.3	30.5	46.9	37.3	33.8	43.7	53.3	30.9	34.4	28.3	47.0	28.9	24.5	46.7	30.9	36.0
AVERAGE	43.3	39.0	39.1	32.7	32.1	28.7	47.2	35.9	36.2	46.0	50.3	36.3	37.2	25.8	37.8	31.6	25.2	51.7	30.8	33.9
25TH	33.5	31.5	35.5	28.5	25.5	22.5	33.5	29.5	23.5	31.5	37.5	29.5	31.5	20.5	30.5	25.5	20.5	39.5	25.5	28.5
50TH	42.5	36.5	38.5	30.5	31.5	30.5	46.5	34.5	35.5	47.5	47.5	33.5	34.5	26.5	36.5	28.5	23.5	44.5	31.5	32.5
75TH	48.5	42.5	44.5	39.5	38.5	33.5	58.5	42.5	47.5	53.5	60.5	44.5	42.5	30.5	42.5	39.5	28.5	61.5	31.5	38.5
START	33.6	32.3	32.0	28.5	24.1	23.9	38.9	30.2	29.6	40.4	43.0	30.0	29.2	19.5	32.4	25.9	20.9	51.2	27.4	30.9
NO. COMPANIES	41	20	11	13	23	18	34	18	11	15	19	18	21	21	24	7	12	6	5	7
NO. EMPLOYEES	60	28	18	18	24	39	35	28	15	19	26	75	27	73	118	12	17	10	132	38

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

FARGO-MOORHEAD, ND

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	36.4	26.6		28.2	29.9	16.6	40.1	28.7		39.3	41.1	32.3	30.2	26.3	23.7	23.0		33.5	29.2	27.2
AVERAGE	34.2	26.6		27.8	29.9	16.6	40.1	28.7		39.3	41.1	32.3	28.5	22.1	29.7	23.0		33.5	27.0	26.2
25TH	23.5	18.5		22.5	24.5	16.5	35.5	22.5		23.5	19.5	22.5	16.5	16.5	26.5	17.5		30.5	20.5	24.5
50TH	34.5	26.5		28.5	24.5	16.5	41.5	29.5		37.5	34.5	28.5	20.5	20.5	23.5	21.5		30.5	26.5	24.5
75TH	38.5	26.5		29.5	22.5	17.5	46.5	30.5		50.5	70.5	45.5	33.5	32.5	35.5	23.5		36.5	34.5	27.5
START	26.1	23.2		23.7	22.9	14.6	27.3	22.5		27.1	29.3	19.5	21.2	19.1	23.5	17.6		25.4	23.5	20.7
NO. COMPANIES	12	4		4	4	2	6	4		3	3	7	4	3	6	4		2	3	2
NO. EMPLOYEES	20	4		6	4	2	6	4		3	3	7	6	5	6	4		2	10	6

KANSAS CITY, MO

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	36.7	47.3	33.4	33.6	33.4	26.4	43.3	32.8	34.3	46.3	54.7	25.2	36.6	23.5	38.3	27.0	21.9	49.0	26.8	28.8
AVERAGE	38.2	47.6	33.4	34.4	33.4	26.4	43.3	33.7	35.1	51.3	50.2	34.9	36.6	23.9	38.3	27.8	21.9	46.3	26.3	34.8
25TH	32.5	41.5	26.5	26.5	29.5	20.5	30.5	31.5	26.5	47.5	41.5	25.5	31.5	20.5	30.5	22.5	19.5	41.5	20.5	24.5
50TH	34.5	46.5	35.5	29.5	31.5	25.5	39.5	33.5	33.5	48.5	49.5	33.5	34.5	23.5	36.5	26.5	21.5	48.5	27.5	34.5
75TH	41.5	47.5	35.5	33.5	38.5	30.5	54.5	38.5	40.5	52.5	53.5	44.5	43.5	25.5	45.5	29.5	26.5	51.5	28.5	38.5
START	32.4	37.8	26.2	27.5	26.6	22.1	35.2	27.5	27.3	36.4	39.7	28.9	27.2	19.9	32.3	22.4	19.6	37.3	21.8	27.3
NO. COMPANIES	17	9	5	12	13	8	10	7	11	9	13	15	15	11	17	10	10	9	8	4
NO. EMPLOYEES	35	11	5	13	13	8	10	6	17	18	26	52	15	13	17	25	10	11	23	18

LINCOLN, NE

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.2	39.5	30.9	23.0	26.8	21.2	37.2	27.2	28.5	43.9	43.2	31.6	23.7	28.9	29.7	27.9	26.7	56.1	28.1	33.4
AVERAGE	41.6	39.5	30.9	24.2	26.8	21.3	40.9	27.2	32.0	40.9	43.6	35.2	29.4	28.9	30.1	27.4	27.7	55.2	27.2	32.5
25TH	31.5	32.5	25.5	20.5	21.5	16.5	30.5	23.5	25.5	27.5	35.5	23.5	25.5	22.5	23.5	22.5	17.5	47.5	22.5	29.5
50TH	34.5	36.5	26.5	22.5	26.5	22.5	36.5	26.5	28.5	43.5	42.5	28.5	26.5	23.5	24.5	29.5	23.5	56.5	27.5	32.5
75TH	48.5	44.5	32.5	25.5	29.5	25.5	43.5	32.5	39.5	54.5	47.5	43.5	33.5	35.5	37.5	33.5	36.5	58.5	28.5	35.5
START	30.1	33.9	25.1	24.9	24.8	18.7	35.6	23.3	23.7	29.6	30.2	28.3	23.7	20.5	25.1	26.5	23.7	0.0	25.2	27.8
NO. COMPANIES	22	4	5	5	10	7	22	6	7	9	14	19	15	5	13	5	8	4	9	9
NO. EMPLOYEES	25	4	5	6	10	9	29	6	18	13	16	34	31	5	15	10	9	5	30	33

MADISON, WI

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	36.1	40.0	23.4		26.8	24.2	39.2	37.0	41.9	45.7	41.4	31.6	37.6	27.3	29.8	40.6	28.3	38.2		28.0
AVERAGE	35.6	41.4	23.4		26.8	24.2	39.1	37.0	29.7	49.9	41.4	31.6	37.1	27.3	29.8	50.4	28.0	33.2		28.9
25TH	29.5	34.5	18.5		18.5	18.5	32.5	30.5	21.5	37.5	26.5	21.5	30.5	22.5	23.5	36.5	26.5	32.5		27.5
50TH	34.5	36.5	18.5		26.5	23.5	39.5	36.5	25.5	37.5	40.5	23.5	34.5	29.5	24.5	36.5	27.5	32.5		27.5
75TH	40.5	45.5	28.5		35.5	26.5	45.5	45.5	26.5	62.5	53.5	40.5	44.5	30.5	33.5	64.5	28.5	44.5		30.5
START	29.7	34.3	21.2		22.8	22.4	31.4	29.8	25.4	41.4	35.4	28.4	29.8	20.7	24.0	40.8	23.1	32.9		25.7
NO. COMPANIES	12	4	2		3	4	7	3	4	2	7	12	7	3	4	2	4	2		2
NO. EMPLOYEES	15	5	2		3	4	8	3	15	3	7	12	8	3	4	7	26	2		4

MID-MISSOURI

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	34.2	32.7	25.9	29.5	20.6	15.9	37.2	24.9	32.5	44.6	51.1	21.1	29.5	22.3	33.0	21.6	17.3	47.6	22.2	20.2
AVERAGE	40.0	39.4	29.5	29.5	32.3	20.8	45.4	27.7	32.5	44.6	51.1	30.7	34.6	21.2	33.3	22.7	18.1	43.8	23.2	26.7
25TH	26.5	20.5	25.5	21.5	21.5	16.5	30.5	24.5	22.5	21.5	29.5	20.5	27.5	19.5	27.5	17.5	16.5	32.5	21.5	20.5
50TH	37.5	33.5	25.5	26.5	29.5	16.5	43.5	25.5	29.5	30.5	33.5	24.5	36.5	19.5	29.5	20.5	17.5	45.5	22.5	23.5
75T-	41.5	43.5	33.5	30.5	40.5	25.5	51.5	29.5	35.5	36.5	42.5	42.5	39.5	23.5	41.5	26.5	17.5	53.5	23.5	26.5
START	29.3	24.3	26.9	24.2	24.9	17.8	30.4	23.7	23.0	24.0	29.8	25.3	27.1	17.6	25.8	18.8	16.0	32.6	21.6	24.4
NO. COMPANIES	12	7	2	4	6	2	11	4	4	4	4	6	6	6	10	8	4	3	5	5
NO. EMPLOYEES	35	15	11	4	69	178	29	35	4	4	4	80	19	3	11	24	56	5	50	50

MILWAUKEE, WI

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	42.2	56.0	41.0	40.7	36.4	34.6	42.8	48.9	40.3	48.2	51.3	34.5	46.0	24.2	47.0	40.0	28.3	55.6	35.3	48.9
AVERAGE	42.2	53.5	40.1	40.7	36.4	35.1	42.9	48.9	40.3	49.5	51.3	34.5	46.0	25.0	44.2	40.0	27.9	50.3	31.4	43.5
25TH	33.5	43.5	36.5	33.5	29.5	26.5	31.5	39.5	28.5	37.5	40.5	27.5	38.5	16.5	28.5	30.5	22.5	39.5	26.5	31.5
50TH	39.5	52.5	38.5	40.5	33.5	30.5	40.5	45.5	36.5	44.5	49.5	33.5	44.5	22.5	42.5	34.5	27.5	47.5	30.5	42.5
75TH	46.5	66.5	39.5	49.5	40.5	39.5	45.5	54.5	42.5	61.5	57.5	40.5	50.5	23.5	58.5	46.5	32.5	56.5	34.5	47.5
START	34.8	45.6	36.7	34.0	30.3	28.8	32.0	39.0	35.2	39.8	40.5	27.1	36.5	22.6	37.1	34.3	23.8	47.1	26.2	35.9
NO. COMPANIES	23	7	11	14	13	14	15	8	18	18	14	19	13	12	19	10	16	11	12	8
NO. EMPLOYEES	23	22	13	14	13	15	16	8	18	93	22	19	13	14	25	10	22	15	169	18

MINNEAPOLIS-ST. PAUL, MN

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	39.8	50.4	40.6	32.3	36.8	29.1	40.6	34.0	36.3	45.4	51.3	36.0	41.0	25.8	41.1	40.5	28.4	54.0	28.6	36.6
AVERAGE	40.2	54.0	40.2	35.4	36.8	28.3	41.2	33.1	36.2	49.0	50.0	36.3	40.4	25.8	41.0	36.2	29.5	53.3	30.5	38.0
25TH	32.5	49.5	30.5	29.5	31.5	21.5	36.5	27.5	28.5	33.5	43.5	29.5	34.5	21.5	37.5	27.5	27.5	45.5	28.5	30.5
50TH	39.5	51.5	38.5	34.5	36.5	27.5	40.5	32.5	32.5	49.5	50.5	35.5	35.5	25.5	38.5	40.5	30.5	50.5	29.5	35.5
75TH	45.5	61.5	44.5	39.5	43.5	29.5	46.5	38.5	38.5	53.5	55.5	44.5	49.5	28.5	47.5	44.5	36.5	57.5	33.5	43.5
START	36.0	42.3	34.1	29.1	27.8	24.2	37.0	27.9	31.7	39.0	42.4	29.8	30.4	21.2	32.9	33.3	25.5	37.9	21.9	27.8
NO. COMPANIES	37	6	9	15	11	16	27	9	16	16	16	31	13	14	19	11	13	11	9	7
NO. EMPLOYEES	48	63	10	23	11	19	28	11	17	34	24	32	14	14	21	20	26	13	39	21

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

MINNESOTA (SOUTHERN)

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	35.5		35.5	29.3	22.6		39.7		22.0	35.6	53.0	45.3	36.9	28.8	43.9	24.5	25.5	45.2	29.5	
AVERAGE	35.5		37.1	29.3	22.6		39.7		22.0	34.9	53.0	45.3	36.9	28.8	43.9	24.5	25.7	45.2	29.5	
25TH	30.5		33.5	28.5	21.5		16.5		16.5	19.5	50.5	23.5	28.5	27.5	34.5	18.5	21.5	43.5	28.5	
50TH	32.5		33.5	28.5	21.5		42.5		24.5	39.5	50.5	52.5	33.5	27.5	38.5	18.5	26.5	43.5	28.5	
75TH	47.5		40.5	30.5	24.5		47.5		25.5	50.5	56.5	60.5	51.5	29.5	43.5	30.5	26.5	46.5	30.5	
START	25.6		24.7	25.1	18.1		37.0		15.7	22.5	24.9	23.0	17.1	0.0	28.9	19.7	21.1	39.3	21.4	
NO. COMPANIES	6		2	2	2		4		3	5	2	3	5	2	4	2	3	2	2	
NO. EMPLOYEES	6		4	2	2		4		3	6	2	3	5	2	4	2	5	2	10	

OMAHA, NE

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	36.6	42.4	37.7	23.3	23.0	24.0	36.7	39.0	26.9	39.3	44.4	22.1	35.7	19.1	30.0	33.0	28.0	43.7	23.9	36.5
AVERAGE	38.9	42.4	37.7	25.3	29.0	25.1	36.7	39.0	27.1	45.4	47.0	23.4	35.7	19.1	34.3	29.9	23.5	42.8	25.0	36.5
25TH	30.5	20.5	33.5	16.5	20.5	16.5	25.5	34.5	23.5	23.5	27.5	17.5	31.5	16.5	26.5	25.5	19.5	27.5	16.5	31.5
50TH	35.5	38.5	39.5	26.5	30.5	23.5	31.5	39.5	29.5	33.5	44.5	28.5	32.5	19.5	34.5	32.5	24.5	43.5	22.5	31.5
75TH	40.5	46.5	40.5	26.5	34.5	27.5	43.5	44.5	29.5	56.5	56.5	37.5	33.5	19.5	41.5	37.5	23.5	50.5	34.5	41.5
START	32.2	33.0	31.5	25.0	24.2	21.8	34.0	36.1	25.9	23.1	36.6	23.9	25.1	16.1	29.6	27.1	18.2	35.4	22.2	30.6
NO. COMPANIES	14	4	3	3	6	8	10	7	10	2	8	6	5	4	6	9	7	5	6	2
NO. EMPLOYEES	15	4	3	15	8	9	10	7	17	17	9	15	5	4	9	13	33	6	16	2

ST. LOUIS, MO

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	45.6	47.3	43.2	33.2	32.0	26.4	46.0	38.0	35.3	49.2	41.5	40.0	45.9	21.2	39.3	30.3	32.5	76.7	45.0	44.6
AVERAGE	44.7	50.0	43.2	33.2	32.0	28.6	46.5	38.0	30.4	52.9	44.1	38.0	41.5	21.8	37.9	30.3	31.5	64.4	36.1	39.1
25TH	38.5	40.5	28.5	24.5	26.5	19.5	40.5	28.5	26.5	39.5	31.5	28.5	34.5	18.5	33.5	25.5	24.5	44.5	28.5	33.5
50TH	43.5	43.5	25.5	28.5	29.5	27.5	41.5	33.5	29.5	45.5	43.5	35.5	40.5	21.5	37.5	28.5	30.5	50.5	38.5	34.5
75TH	50.5	48.5	55.5	38.5	34.5	34.5	49.5	44.5	35.5	67.5	52.5	40.5	44.5	29.5	41.5	30.5	42.5	75.5	39.5	43.5
START	34.2	36.7	28.4	28.0	24.3	25.1	33.6	29.4	26.2	34.9	32.9	30.5	32.6	19.7	31.2	25.6	25.8	49.3	27.9	31.6
NO. COMPANIES	20	7	2	13	12	10	18	10	12	10	9	12	8	7	15	8	7	6	5	6
NO. EMPLOYEES	33	12	2	13	12	11	20	10	60	36	16	30	11	10	16	8	11	17	553	104

TOPEKA, KS

	JOB CATEGORY A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	39.2	42.9	35.4	31.8	26.5	24.9	45.4	31.0	43.4	46.3	61.5	40.5	40.7	23.8	30.7	27.7	30.4	50.8	32.8	41.4
AVERAGE	37.5	42.9	36.6	31.8	26.5	24.9	45.3	31.0	43.4	47.6	61.1	40.3	40.7	23.8	30.7	27.7	30.4	50.8	31.9	39.9
25TH	30.5	40.5	31.5	25.5	23.5	16.5	36.5	24.5	39.5	43.5	60.5	32.5	38.5	17.5	26.5	26.5	25.5	47.5	25.5	30.5
50TH	34.5	40.5	36.5	33.5	25.5	22.5	45.5	27.5	42.5	46.5	65.5	37.5	38.5	19.5	28.5	26.5	25.5	50.5	33.5	40.5
75TH	48.5	45.5	41.5	35.5	28.5	26.5	52.5	35.5	45.5	50.5	67.5	41.5	40.5	24.5	29.5	28.5	35.5	55.5	36.5	42.5
START	31.3	38.2	26.1	26.5	24.0	25.3	38.3	26.4	37.9	45.3	49.6	31.6	32.4	19.3	26.4	23.4	20.2	40.0	25.7	32.1
NO. COMPANIES	10	2	3	5	7	4	10	4	4	5	7	4	5	4	7	3	2	3	6	5
NO. EMPLOYEES	13	2	4	5	7	4	11	4	4	12	9	5	5	4	7	3	2	3	42	9

WICHITA, KS

	JOB CATEGORY A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.6	51.9	46.1	35.0	33.5	32.1	40.3	30.4	35.8	41.4	56.5	31.6	37.2	20.8	44.8	26.8	27.8	49.1	31.6	40.6
AVERAGE	40.6	51.9	46.1	34.5	33.5	32.1	42.9	30.4	35.4	45.8	57.5	32.5	36.7	21.5	42.7	31.6	27.7	48.6	26.5	38.0
25TH	32.5	44.5	43.5	29.5	26.5	25.5	32.5	18.5	25.5	35.5	48.5	25.5	25.5	17.5	31.5	24.5	23.5	42.5	23.5	29.5
50TH	38.5	49.5	44.5	39.5	28.5	31.5	40.5	30.5	35.5	40.5	55.5	27.5	39.5	19.5	38.5	34.5	25.5	42.5	27.5	34.5
75TH	45.5	55.5	50.5	40.5	39.5	36.5	49.5	33.5	38.5	60.5	60.5	30.5	50.5	25.5	56.5	37.5	29.5	54.5	33.5	41.5
START	35.5	44.2	49.2	26.0	27.7	33.2	36.0	24.1	27.3	34.7	42.2	30.4	28.0	18.4	37.4	27.3	23.2	30.8	23.0	34.0
NO. COMPANIES	16	4	6	7	10	8	13	4	6	7	8	6	9	9	11	7	8	5	7	4
NO. EMPLOYEES	16	4	6	8	10	8	17	4	7	46	14	7	10	10	16	50	11	10	136	20

SOUTHERN UNITED STATES

ATLANTA, GA

	JOB CATEGORY A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	37.9	40.5			29.1	28.6	48.2	42.4	27.6	39.2	63.5	46.9	34.4	23.9	33.0	20.3				
AVERAGE	38.0	40.5			29.1	28.6	48.2	42.4	27.6	47.1	63.5	46.9	34.4	23.9	33.0	20.0				
25TH	32.5	38.5			24.5	23.5	35.5	35.5	22.5	38.5	44.5	29.5	25.5	19.5	23.5	18.5				
50TH	37.5	38.5			26.5	24.5	41.5	35.5	22.5	38.5	56.5	40.5	33.5	23.5	23.5	16.5				
75TH	42.5	42.5			32.5	37.5	46.5	49.5	32.5	56.5	75.5	58.5	44.5	26.5	42.5	22.5				
START	32.4	35.1			24.6	19.5	33.7	27.1	22.0	32.8	45.4	38.5	25.4	20.7	28.4	19.5				
NO. COMPANIES	7	2			4	3	5	2	2	2	3	4	3	5	2	2				
NO. EMPLOYEES	9	2			4	3	5	2	2	15	3	4	3	5	2	2				

BIRMINGHAM, AL

	JOB CATEGORY A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	39.9	46.6	35.9	38.7	43.1	32.3	44.4	33.6	32.7	41.1	62.3	40.9	39.0	26.1	48.3	32.8	25.5	59.3	30.4	41.6
AVERAGE	38.4	50.7	45.3	42.5	43.1	30.6	43.4	34.1	32.7	41.1	54.1	40.9	39.0	26.1	48.3	36.2	25.5	59.3	29.4	39.8
25TH	29.5	35.5	29.5	26.5	26.5	24.5	36.5	26.5	24.5	24.5	42.5	26.5	32.5	21.5	34.5	26.5	20.5	37.5	26.5	36.5
50TH	34.5	42.5	31.5	34.5	39.5	30.5	40.5	31.5	32.5	29.5	58.5	27.5	40.5	25.5	34.5	28.5	28.5	68.5	28.5	36.5
75TH	38.5	63.5	74.5	54.5	62.5	36.5	53.5	43.5	36.5	54.5	65.5	35.5	47.5	29.5	64.5	43.5	29.5	72.5	30.5	43.5
START	30.8	40.3	35.3	30.3	31.9	27.8	34.9	30.4	31.6	33.7	48.5	34.5	33.1	23.4	39.0	27.9	22.1	39.2	24.1	33.5
NO. COMPANIES	14	6	3	6	7	5	10	7	6	4	4	5	5	7	10	5	5	3	4	2
NO. EMPLOYEES	18	8	10	10	7	6	11	9	6	4	6	5	5	7	10	9	5	3	13	4

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

CHARLOTTE, NC

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	47.4	41.5	35.9	31.1	31.7	27.6	45.7	41.9	30.3	58.4	50.1	36.9	35.0	26.0	40.7	30.0	24.9	67.5	30.4	43.0
AVERAGE	47.4	41.8	34.9	31.1	31.7	27.6	45.7	38.5	36.6	59.1	46.5	36.9	35.0	26.0	37.1	30.0	25.8	67.5	29.6	43.0
25TH	40.5	31.5	23.5	26.5	27.5	22.5	35.5	27.5	31.5	54.5	40.5	35.5	31.5	21.5	25.5	29.5	19.5	50.5	28.5	32.5
50TH	45.5	39.5	29.5	30.5	32.5	28.5	43.5	35.5	34.5	55.5	49.5	36.5	32.5	24.5	35.5	29.5	27.5	50.5	29.5	32.5
75TH	52.5	47.5	40.5	35.5	35.5	28.5	46.5	52.5	44.5	67.5	54.5	41.5	35.5	25.5	49.5	30.5	30.5	75.5	30.5	53.5
START	37.2	34.6	30.1	23.5	23.0	21.6	38.8	41.6	27.1	48.4	48.5	31.9	32.2	22.1	26.0	29.4	21.9	70.4	23.6	42.3
NO. COMPANIES	10	4	4	5	3	8	8	3	6	5	5	9	9	4	5	2	3	2	3	2
NO. EMPLOYEES	10	4	6	5	3	8	8	4	12	10	13	9	9	4	7	2	5	2	35	2

COLUMBIA, SC

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	53.0	50.3	39.0	38.1	33.8	24.1	54.8	31.9	32.2		48.9		35.6	19.4	44.5	21.6		41.9	25.1	
AVERAGE	53.0	50.3	39.0	38.1	33.8	24.1	54.8	31.9	32.2		48.9		35.6	21.0	44.5	21.8		41.6	27.4	
25TH	37.5	34.5	35.5	25.5	30.5	18.5	46.5	25.5	26.5		36.5		34.5	16.5	33.5	19.5		33.5	19.5	
50TH	42.5	53.5	38.5	36.5	33.5	20.5	49.5	31.5	31.5		51.5		35.5	18.5	38.5	19.5		42.5	26.5	
75TH	70.5	62.5	42.5	52.5	35.5	25.5	65.5	38.5	31.5		51.5		38.5	20.5	57.5	23.5		42.5	36.5	
START	41.3	45.1	33.7	27.5	24.2	19.5	42.0	24.9	25.3		43.7		27.5	17.9	33.2	16.0		38.0	24.9	
NO. COMPANIES	6	3	3	3	5	4	6	3	4		5		4	4	7	2		4	3	
NO. EMPLOYEES	6	3	3	3	5	4	6	3	4		5		4	8	7	2		3	15	

DALLAS, TX

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.2	45.3	39.8	35.2	29.6	28.9	47.0	32.6	37.3	48.7	41.1	38.3	40.7	23.4	42.0	34.3	28.3	53.8	32.6	
AVERAGE	45.8	46.9	42.2	38.0	29.8	29.2	48.0	34.1	39.0	55.2	52.0	38.5	39.1	23.4	43.8	34.3	26.5	47.3	29.1	
25TH	36.5	41.5	30.5	33.5	25.5	24.5	34.5	26.5	31.5	48.5	35.5	33.5	27.5	20.5	34.5	31.5	19.5	35.5	23.5	
50TH	42.5	46.5	39.5	35.5	27.5	27.5	47.5	31.5	36.5	55.5	52.5	37.5	41.5	22.5	41.5	31.5	27.5	36.5	23.5	
75TH	51.5	50.5	49.5	45.5	33.5	34.5	55.5	46.5	48.5	63.5	64.5	46.5	45.5	25.5	46.5	37.5	31.5	37.5	38.5	
START	39.5	39.6	33.4	31.1	24.4	24.7	38.6	27.3	31.0	48.7	47.6	30.5	29.2	19.9	35.0	30.5	23.0	31.4	23.9	
NO. COMPANIES	33	13	8	13	17	26	28	16	15	14	16	25	19	16	17	3	11	4	6	
NO. EMPLOYEES	48	23	10	16	17	31	30	18	25	40	31	27	32	18	36	3	17	5	48	

FORT WORTH, TX

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.7	42.4		37.2	33.8	26.8	38.0	36.7	42.2	72.7	69.5		50.3		43.0	23.3			23.8	26.5
AVERAGE	41.1	42.4		37.2	33.8	26.8	36.7	36.7	42.2	72.7	69.5		50.3		43.0	23.3			25.3	35.3
25TH	37.5	25.5		33.5	27.5	21.5	23.5	35.5	26.5	58.5	52.5		36.5		43.5	23.5			19.5	25.5
50TH	39.5	25.5		36.5	30.5	23.5	39.5	35.5	36.5	58.5	52.5		43.5		43.5	23.5			23.5	27.5
75TH	43.5	59.5		43.5	43.5	27.5	41.5	36.5	41.5	75.5	75.5		65.5		43.5	23.5			33.5	52.5
START	32.2	36.0		30.5	25.4	23.8	28.5	27.2	30.9	56.4	54.5		32.7		31.9	20.3			20.8	26.0
NO. COMPANIES	4	2		5	3	4	4	2	4	2	2		3		2	1			3	3
NO. EMPLOYEES	5	2		5	3	4	8	2	4	2	2		3		2	3			31	23

GEORGIA (NORTHWEST)

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	33.0						57.7		30.7	63.8	65.5	23.1			30.0	26.4	27.3	44.2	31.0	38.6
AVERAGE	32.6						57.7		33.7	51.7	65.5	23.2			26.9	27.2	28.4	44.7	31.0	38.2
25TH	30.5						53.5		24.5	32.5	31.5	23.5			22.5	24.5	25.5	25.5	31.5	36.5
50TH	31.5						53.5		24.5	35.5	31.5	23.5			23.5	24.5	25.5	44.5	31.5	36.5
75TH	35.5						62.5		43.5	66.5	75.5	23.5			24.5	29.5	31.5	52.5	31.5	40.5
START	28.0						0.0		21.0	35.0	23.0	28.3			25.7	0.0	21.0	28.0	19.3	25.0
NO. COMPANIES	5						2		2	4	2	2			4	2	2	4	1	2
NO. EMPLOYEES	6						2		3	16	2	3			7	3	6	11	26	5

GREENSBORO, NC

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	38.7	38.2		44.5	25.4	24.4	39.3	31.7	28.0	75.0	50.0	38.6	27.1	20.2	29.2		19.9		26.6	
AVERAGE	35.1	40.6		42.4	25.4	24.4	43.9	31.7	33.3	75.0	50.0	38.6	28.1	20.2	29.2		19.9		26.6	
25TH	29.5	36.5		31.5	21.5	18.5	37.5	20.5	25.5	75.5	39.5	30.5	26.5	17.5	22.5		16.5		26.5	
50TH	36.5	39.5		31.5	23.5	21.5	41.5	30.5	25.5	75.5	40.5	34.5	26.5	20.5	25.5		17.5		26.5	
75TH	43.5	44.5		53.5	26.5	27.5	47.5	36.5	49.5	75.5	70.5	39.5	29.5	21.5	36.5		25.5		26.5	
START	32.2	34.9		32.4	18.7	28.9	32.9	27.8	21.9	40.0	35.5	30.9	22.9	16.6	26.6		18.0		23.1	
NO. COMPANIES	6	5		2	4	4	6	4	3	1	3	4	2	4	6		3		1	
NO. EMPLOYEES	19	8		5	4	4	21	4	9	2	3	4	6	4	6		3		3	

GREENVILLE, SC

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.1	41.8		32.8			47.5	35.2	37.1	53.9	69.0	39.1	26.9	34.6	47.9	34.5	29.7		19.6	
AVERAGE	34.7	45.7		32.8			54.1	35.2	32.7	59.0	77.3	38.7	29.3	34.6	47.9	27.9	25.2		19.6	
25TH	19.5	36.5		16.5			45.5	16.5	20.5	50.5	65.5	26.5	23.5	28.5	25.5	17.5	19.5		19.5	
50TH	32.5	39.5		25.5			51.5	32.5	36.5	53.5	65.5	38.5	24.5	34.5	40.5	23.5	25.5		19.5	
75TH	51.5	59.5		56.5			65.5	40.5	41.5	60.5	75.5	53.5	39.5	34.5	55.5	43.5	31.5		20.5	
START	27.3	32.6		0.0			61.1	32.6	37.8	0.0	0.0	31.3	32.6	32.6	18.9	16.5	0.0		18.0	
NO. COMPANIES	7	3		3			5	4	3	4	2	7	3	4	6	3	3		2	
NO. EMPLOYEES	20	8		3			22	4	6	26	7	9	5	4	20	11	13		2	

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

HOUSTON, TX

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	48.3	45.0	40.8	35.6	36.2	32.4	53.7	40.6	41.9	47.2	51.7	35.4	44.1	22.4	40.0		25.9		23.7	38.5
AVERAGE	48.3	45.0	40.8	42.9	36.2	32.4	53.7	40.6	41.9	45.5	47.1	35.4	49.8	22.4	40.0		25.9		23.7	34.8
25TH	35.5	40.5	40.5	30.5	26.5	24.5	38.5	33.5	36.5	26.5	29.5	28.5	32.5	22.5	34.5		20.5		23.5	30.5
50TH	49.5	40.5	40.5	41.5	32.5	28.5	54.5	41.5	40.5	36.5	34.5	38.5	43.5	22.5	40.5		20.5		23.5	30.5
75TH	57.5	50.5	40.5	57.5	43.5	35.5	63.5	41.5	48.5	55.5	55.5	40.5	53.5	22.5	48.5		31.5		23.5	39.5
START	44.0	36.0	37.7	29.7	28.3	22.0	38.1	33.4	36.6	35.4	60.0	32.9	29.2	17.3	30.2		19.1		22.5	28.0
NO. COMPANIES	8	2	1	3	6	5	9	4	3	4	4	9	4	2	5		2		1	2
NO. EMPLOYEES	8	2	2	7	6	5	9	4	3	6	5	9	6	2	5		4		9	9

KINGSPORT, TN

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.8	43.8	37.3	32.0	28.9	32.4	45.9	42.0	27.6	57.2	52.7	29.0	44.8	38.6	43.3	31.5	31.0	47.1	26.9	40.1
AVERAGE	42.4	43.8	37.3	33.4	28.9	32.4	46.7	42.0	37.3	61.4	50.5	36.6	44.8	38.6	43.3	32.6	31.4	64.7	28.5	43.4
25TH	34.5	38.5	31.5	24.5	22.5	23.5	31.5	37.5	23.5	50.5	31.5	22.5	36.5	21.5	31.5	16.5	22.5	39.5	25.5	36.5
50TH	39.5	41.5	39.5	34.5	30.5	33.5	38.5	42.5	33.5	60.5	50.5	38.5	38.5	31.5	46.5	27.5	28.5	57.5	29.5	44.5
75TH	45.5	46.5	45.5	42.5	33.5	34.5	55.5	42.5	46.5	62.5	69.5	53.5	52.5	32.5	52.5	36.5	36.5	68.5	32.5	45.5
START	37.6	42.8	31.7	27.2	26.0	27.3	40.4	39.1	30.9	48.2	42.1	26.7	37.6	22.3	33.8	27.7	24.5	49.8	22.6	35.6
NO. COMPANIES	12	4	5	6	6	4	9	4	6	5	5	5	6	6	9	4	7	4	9	5
NO. EMPLOYEES	17	4	5	7	6	4	10	4	19	12	8	8	6	6	9	5	9	17	231	20

KNOXVILLE, TN

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	42.3	36.4	23.5	47.6	35.5	27.5	47.8		30.8	55.9	61.9	35.2	30.6		53.0	39.1	26.1	56.2	26.6	29.0
AVERAGE	41.4	39.7	29.7	47.6	35.5	27.5	47.8		31.9	57.1	59.5	38.4	30.6		46.9	38.0	25.8	56.2	27.5	31.1
25TH	25.5	33.5	20.5	47.5	30.5	19.5	33.5		22.5	39.5	57.5	30.5	20.5		37.5	36.5	23.5	37.5	22.5	28.5
50TH	37.5	33.5	20.5	47.5	30.5	21.5	44.5		30.5	55.5	62.5	35.5	24.5		47.5	36.5	24.5	38.5	23.5	30.5
75TH	44.5	46.5	39.5	47.5	40.5	24.5	53.5		38.5	58.5	68.5	43.5	35.5		53.5	39.5	28.5	49.5	28.5	32.5
START	38.4	35.9	32.1	39.2	32.1	27.2	33.5		25.7	34.4	36.2	28.0	28.0		39.0	31.7	22.0	50.4	22.1	26.5
NO. COMPANIES	9	2	2	1	2	4	8		7	4	5	4	4		7	2	6	4	6	5
NO. EMPLOYEES	12	4	6	3	2	4	8		8	9	7	7	4		13	5	9	4	119	27

LEXINGTON, KY

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	37.9	47.6	44.9	31.5	31.4	22.7	30.4	40.1	30.8	28.1	46.3	42.2	34.4	20.8	43.6	32.2	19.0	58.5	33.4	
AVERAGE	37.5	47.6	44.9	31.5	31.4	22.7	30.7	40.1	30.8	28.1	46.3	42.2	37.5	20.8	43.6	32.2	20.0	58.5	33.1	
25TH	24.5	31.5	32.5	33.5	23.5	16.5	20.5	30.5	24.5	26.5	32.5	31.5	32.5	18.5	37.5	29.5	16.5	40.5	31.5	
50TH	33.5	52.5	32.5	33.5	26.5	21.5	27.5	38.5	30.5	26.5	45.5	31.5	36.5	19.5	42.5	35.5	19.5	54.5	32.5	
75TH	42.5	58.5	57.5	34.5	36.5	25.5	38.5	52.5	39.5	30.5	57.5	53.5	43.5	21.5	51.5	37.5	26.5	75.5	35.5	
START	27.2	36.6	35.4	26.8	22.6	22.6	26.4	35.0	28.5	27.0	38.1	0.0	27.7	16.0	27.2	23.6	15.0	49.9	28.8	
NO. COMPANIES	12	3	2	5	4	4	10	3	7	2	5	2	3	4	3	6	3	3	3	
NO. EMPLOYEES	16	3	2	5	4	4	11	3	7	2	5	2	9	4	3	6	13	3	14	

LITTLE ROCK, AR

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	45.5	43.7	40.7	29.1	36.7	29.5	42.9	41.7	26.4	50.8	49.7	33.7	33.4	22.2	37.6	25.4	23.7	53.4	37.6	30.5
AVERAGE	45.9	43.8	39.1	29.1	36.7	28.9	42.9	35.0	28.5	57.4	46.8	34.4	34.6	23.5	37.8	25.4	23.7	53.4	33.7	33.2
25TH	31.5	35.5	33.5	20.5	29.5	17.5	32.5	29.5	21.5	40.5	32.5	18.5	24.5	18.5	27.5	19.5	20.5	49.5	29.5	26.5
50TH	42.5	41.5	34.5	23.5	36.5	26.5	43.5	30.5	28.5	50.5	40.5	35.5	32.5	23.5	37.5	21.5	21.5	53.5	33.5	29.5
75TH	55.5	47.5	46.5	36.5	42.5	33.5	50.5	33.5	33.5	75.5	60.5	43.5	42.5	26.5	43.5	32.5	26.5	57.5	36.5	36.5
START	41.5	33.9	31.4	24.7	30.4	20.8	36.4	32.8	25.9	39.8	36.3	29.3	28.1	20.2	32.5	23.0	19.5	44.9	23.9	27.0
NO. COMPANIES	16	8	7	6	7	7	15	5	9	6	12	8	9	5	12	5	6	6	6	6
NO. EMPLOYEES	18	12	9	6	10	9	15	7	12	21	23	13	11	7	12	6	8	9	137	29

LOUISVILLE, KY

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	35.7	53.6	43.9	33.9	32.2	37.7	44.5	34.4	40.0	45.5	55.1	39.6	41.6	27.1	38.6	46.1	29.3	75.5	33.8	33.1
AVERAGE	41.0	55.4	43.9	32.9	32.2	38.2	46.1	35.3	41.3	48.0	51.6	40.5	41.6	27.1	40.0	48.1	26.9	55.1	33.7	36.4
25TH	28.5	43.5	38.5	21.5	21.5	26.5	32.5	28.5	28.5	32.5	35.5	34.5	31.5	22.5	27.5	25.5	22.5	43.5	31.5	26.5
50TH	34.5	45.5	43.5	30.5	24.5	35.5	37.5	30.5	32.5	47.5	45.5	39.5	40.5	25.5	39.5	42.5	25.5	63.5	32.5	37.5
75TH	50.5	61.5	46.5	37.5	40.5	37.5	50.5	32.5	44.5	56.5	55.5	44.5	42.5	26.5	45.5	65.5	29.5	75.5	36.5	41.5
START	34.5	47.8	38.2	31.4	24.4	33.2	37.3	31.0	39.0	38.5	41.9	37.1	33.3	22.2	33.7	41.6	24.9	59.4	25.3	23.9
NO. COMPANIES	15	5	6	4	10	5	14	5	6	13	12	7	13	8	15	6	3	7	11	6
NO. EMPLOYEES	24	7	6	5	10	6	16	8	13	28	29	3	13	8	17	6	20	10	222	13

NORFOLK, VA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	39.9		37.9	35.1	32.6	29.2	44.7	49.1	26.5	46.1	52.1	28.8	49.4	24.1	40.6	41.5	35.4	53.0	25.3	31.3
AVERAGE	39.9		37.9	31.1	32.6	29.2	44.7	49.1	26.5	47.1	53.0	28.8	49.4	24.1	39.6	41.5	34.0	53.0	27.1	33.3
25TH	30.5		28.5	23.5	23.5	27.5	26.5	27.5	23.5	35.5	32.5	20.5	45.5	20.5	29.5	32.5	30.5	43.5	23.5	27.5
50TH	33.5		28.5	35.5	27.5	30.5	37.5	42.5	25.5	45.5	45.5	32.5	45.5	21.5	36.5	36.5	30.5	50.5	24.5	27.5
75TH	53.5		37.5	35.5	42.5	32.5	52.5	45.5	23.5	52.5	63.5	38.5	57.5	25.5	45.5	53.5	38.5	56.5	31.5	45.5
START	35.5		32.2	16.9	31.1	27.5	42.5	46.8	22.6	41.5	43.9	22.1	39.2	20.2	31.9	32.7	29.2	55.6	25.8	30.0
NO. COMPANIES	14		4	3	6	6	12	4	5	7	8	7	3	5	3	5	2	6	7	3
NO. EMPLOYEES	14		4	2	6	6	12	4	5	10	9	7	3	5	12	5	3	6	38	9

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

OKLAHOMA CITY, OK

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	41.0	35.2	33.2	13.1	9.4	5.7	37.1	29.9	30.6	54.9	52.8	27.8	30.4	18.9	33.1	29.3	27.0	38.6	28.6	36.0
AVERAGE	42.1	36.4	33.4	30.2	29.0	23.6	39.6	34.1	30.8	56.1	47.6	31.3	34.5	18.9	33.1	38.1	29.6	39.5	30.0	44.3
25TH	37.5	33.5	28.5	21.5	24.5	20.5	29.5	21.5	24.5	35.5	36.5	26.5	27.5	17.5	26.5	24.5	25.5	35.5	25.5	26.5
50TH	44.5	37.5	33.5	27.5	27.5	25.5	39.5	31.5	28.5	52.5	40.5	30.5	32.5	17.5	31.5	40.5	28.5	37.5	31.5	36.5
75TH	49.5	44.5	36.5	43.5	36.5	29.5	41.5	33.5	36.5	75.5	61.5	35.5	39.5	20.5	36.5	47.5	30.5	39.5	36.5	47.5
START	33.2	34.8	26.0	24.6	25.5	20.8	26.3	29.3	26.3	40.2	38.2	24.2	25.4	15.6	25.4	25.3	21.9	31.3	23.4	27.3
NO. COMPANIES	18	9	6	11	9	8	17	6	12	14	11	6	14	6	13	7	9	5	9	6
NO. EMPLOYEES	44	36	31	32	30	50	25	16	13	15	18	18	54	11	24	19	17	8	89	41

ORLANDO, FL

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	48.1	31.2	60.0	34.5	29.4	28.8	51.8	56.1	39.4	40.6	77.2	45.3	33.8	30.5	53.0	32.9	32.0	46.4	38.1	46.2
AVERAGE	45.8	33.5	60.0	33.8	29.5	26.9	44.7	56.9	36.7	40.6	60.9	57.5	35.0	30.5	44.6	32.9	28.3	46.4	38.1	46.2
25TH	39.5	22.5	50.5	18.5	21.5	16.5	36.5	35.5	32.5	40.5	42.5	27.5	28.5	26.5	32.5	24.5	20.5	45.5	38.5	46.5
50TH	44.5	22.5	50.5	35.5	25.5	25.5	37.5	50.5	34.5	40.5	42.5	72.5	30.5	26.5	35.5	30.5	28.5	45.5	38.5	46.5
75TH	48.5	41.5	69.5	46.5	35.5	32.5	57.5	52.5	42.5	40.5	75.5	73.5	33.5	30.5	56.5	43.5	30.5	47.5	38.5	46.5
START	37.4	34.7	47.8	41.4	29.5	24.7	38.0	39.6	36.0	24.0	44.2	39.0	33.1	24.7	38.3	34.7	22.7	34.4	31.2	36.0
NO. COMPANIES	9	4	2	3	6	4	5	4	3	1	2	3	8	5	6	5	4	2	1	1
NO. EMPLOYEES	16	5	2	7	6	6	7	5	8	5	14	5	3	5	11	5	8	2	110	15

RALEIGH, NC

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	43.8	42.4	37.3	35.7	32.2	33.8	35.6	38.6	32.9	36.6	52.4	31.9	37.9	24.4	40.4	34.8	25.8	63.4	32.3	36.5
AVERAGE	45.5	44.4	37.3	37.4	32.9	33.8	35.4	38.6	36.0	41.1	54.3	39.0	39.2	24.4	40.3	34.8	25.8	66.3	31.0	42.1
25TH	38.5	36.5	32.5	26.5	25.5	26.5	31.5	25.5	24.5	31.5	39.5	25.5	27.5	18.5	33.5	29.5	22.5	59.5	29.5	33.5
50TH	41.5	41.5	35.5	28.5	34.5	32.5	33.5	33.5	35.5	36.5	50.5	38.5	39.5	24.5	39.5	33.5	23.5	62.5	30.5	33.5
75TH	49.5	53.5	40.5	50.5	37.5	41.5	37.5	36.5	46.5	43.5	61.5	46.5	48.5	29.5	48.5	38.5	30.5	63.5	37.5	50.5
START	39.9	40.8	34.2	37.4	28.0	28.4	32.0	33.5	33.0	27.9	44.3	36.4	36.1	20.2	32.7	22.1	19.9	52.7	25.5	25.5
NO. COMPANIES	14	6	10	6	10	9	13	4	7	9	10	3	9	12	9	5	3	4	5	2
NO. EMPLOYEES	19	7	10	8	11	9	14	4	10	19	11	52	10	12	13	5	3	7	83	11

RICHMOND, VA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	46.9	48.8	37.3	32.2	30.0	26.1	49.2	35.6	36.7	52.9	61.0	37.3	40.6	27.1	42.8	25.3	24.3	39.7	27.3	29.5
AVERAGE	47.3	51.3	37.3	35.0	30.0	26.1	48.2	35.3	35.6	53.6	63.3	37.6	40.6	27.1	38.0	26.3	26.0	42.6	30.8	29.5
25TH	35.5	33.5	32.5	24.5	22.5	18.5	32.5	26.5	31.5	47.5	39.5	29.5	33.5	21.5	23.5	23.5	20.5	35.5	22.5	22.5
50TH	45.5	46.5	34.5	27.5	24.5	24.5	46.5	33.5	36.5	50.5	45.5	33.5	39.5	24.5	33.5	26.5	24.5	37.5	27.5	29.5
75TH	56.5	60.5	36.5	39.5	33.5	28.5	56.5	37.5	39.5	56.5	75.5	42.5	46.5	32.5	43.5	31.5	34.5	46.5	27.5	36.5
START	38.6	42.0	33.5	30.6	24.0	22.6	42.5	28.9	32.4	41.1	58.2	26.2	32.7	21.6	32.6	19.3	20.2	41.2	29.3	25.3
NO. COMPANIES	19	6	5	8	10	6	17	8	13	12	3	13	10	9	16	6	7	7	4	3
NO. EMPLOYEES	22	7	5	10	10	8	17	11	14	14	3	14	10	9	24	6	10	9	10	3

TULSA, OK

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.6	48.3	46.6	40.5	36.3	27.9	48.0	45.4	37.9	49.2	53.2	37.7	44.5	21.0	49.4	36.2	23.2	65.6	35.3	37.2
AVERAGE	45.7	49.0	46.6	40.5	36.3	28.5	47.3	44.7	37.9	55.8	55.5	39.9	44.5	21.0	49.4	37.7	23.4	66.2	34.1	44.7
25TH	36.5	40.5	38.5	31.5	27.5	22.5	33.5	37.5	32.5	47.5	39.5	28.5	42.5	17.5	36.5	26.5	21.5	59.5	23.5	42.5
50TH	44.5	49.5	45.5	34.5	36.5	28.5	49.5	40.5	39.5	50.5	57.5	38.5	45.5	21.5	52.5	38.5	32.5	69.5	34.5	46.5
75TH	51.5	55.5	48.5	44.5	43.5	33.5	55.5	46.5	43.5	56.5	69.5	45.5	51.5	24.5	57.5	46.5	34.5	74.5	38.5	49.5
START	36.5	41.3	38.5	30.2	34.4	23.6	41.0	36.4	35.1	45.2	47.6	33.3	35.2	17.4	42.2	23.0	24.0	52.6	27.0	35.0
NO. COMPANIES	25	10	6	12	10	13	19	3	5	10	15	18	14	7	12	7	7	5	7	6
NO. EMPLOYEES	33	13	8	12	10	14	20	3	5	17	34	19	14	7	14	9	8	6	31	61

WINSTON-SALEM, NC

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	40.9	27.4	44.7	42.1	41.0	34.8	39.7	40.6	64.5	79.1	37.6	44.1	46.0	38.0	47.9	32.2	33.3	73.0	38.2	42.9
AVERAGE	43.2	27.4	44.7	51.2	41.0	29.7	39.7	42.9	64.5	46.1	37.6	44.1	46.0	35.4	39.5	32.2	27.6	73.0	32.4	39.2
25TH	25.5	21.5	31.5	28.5	26.5	21.5	29.5	30.5	29.5	42.5	23.5	25.5	38.5	31.5	24.5	16.5	12.5	43.5	24.5	35.5
50TH	33.5	21.5	32.5	32.5	30.5	27.5	35.5	31.5	29.5	44.5	23.5	28.5	38.5	31.5	32.5	20.5	24.5	48.5	29.5	35.5
75TH	63.5	33.5	33.5	75.5	30.5	39.5	47.5	46.5	75.5	45.5	52.5	75.5	67.5	39.5	43.5	25.5	30.5	75.5	37.5	43.5
START	44.0	21.9	36.6	40.9	34.3	24.3	32.3	34.6	49.8	41.8	50.0	35.2	35.1	26.1	32.3	30.5	22.3	70.0	27.3	30.7
NO. COMPANIES	7	2	5	3	4	3	6	4	2	5	2	3	6	2	3	4	8	2	5	2
NO. EMPLOYEES	8	2	5	5	4	6	6	5	2	30	2	3	8	5	11	4	12	2	35	99

WESTERN UNITED STATES

DENVER, CO

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	43.0						36.8			56.7	34.6	36.8								33.8
AVERAGE	43.0						38.6			57.2	32.2	41.4								33.8
25TH	36.5						35.5			36.5	25.5	32.5								33.5
50TH	48.5						35.5			50.5	25.5	36.5								33.5
75TH	50.5						40.5			75.5	39.5	47.5								33.5
START	35.0						30.6			34.0	0.0	28.6								23.9
NO. COMPANIES	5						5			3	2	5								1
NO. EMPLOYEES	5						5			9	3	59								2

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

LOS ANGELES, CA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	46.3	60.4	31.9	36.5	42.2	29.6	51.4	46.6	35.7	40.0	56.0	48.6	50.4	27.9	45.4	30.0	26.2	83.0	24.3	31.2
AVERAGE	46.4	60.4	31.9	38.5	42.2	29.6	51.4	46.6	37.9	40.0	54.0	48.6	50.4	27.1	41.2	29.9	24.9	83.0	27.2	33.1
25TH	35.5	37.5	22.5	35.5	34.5	24.5	39.5	36.5	31.5	40.5	39.5	36.5	41.5	25.5	31.5	23.5	16.5	76.5	19.5	27.5
50TH	45.5	61.5	22.5	35.5	39.5	27.5	43.5	46.5	42.5	40.5	51.5	45.5	44.5	27.5	38.5	29.5	26.5	75.5	24.5	27.5
75TH	57.5	75.5	41.5	42.5	45.5	29.5	51.5	49.5	42.5	40.5	61.5	55.5	50.5	30.5	45.5	30.5	26.5	76.5	29.5	39.5
START	34.9	26.9	33.0	26.9	34.4	27.9	36.9	31.1	31.6	0.0	40.6	38.3	0.0	24.3	26.3	24.6	26.6	0.0	13.9	25.0
NO. COMPANIES	13	3	2	2	8	8	9	5	5	1	4	3	4	6	7	2	4	2	4	2
NO. EMPLOYEES	17	3	2	2	8	8	9	5	6	4	5	9	4	7	17	3	5	2	10	3

OAKLAND-EAST BAY, CA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.3	46.5	40.4	41.1	38.0	30.8	53.5		53.3	60.6	46.4	35.6	43.4	37.1	33.2	34.8	35.1	62.5	40.7	42.4
AVERAGE	44.3	46.5	40.4	41.1	39.0	31.7	43.3		49.5	53.9	53.2	35.6	45.4	37.1	33.1	36.1	33.2	62.5	35.3	40.6
25TH	35.5	36.5	29.5	30.5	25.5	27.5	37.5		36.5	32.5	27.5	31.5	37.5	31.5	30.5	26.5	25.5	49.5	27.5	35.5
50TH	38.5	46.5	43.5	41.5	35.5	31.5	47.5		41.5	55.5	50.5	35.5	41.5	38.5	40.5	29.5	36.5	51.5	35.5	41.5
75TH	57.5	57.5	47.5	42.5	47.5	34.5	51.5		51.5	59.5	56.5	44.5	45.5	41.5	42.5	51.5	40.5	75.5	41.5	46.5
START	34.9	40.1	36.1	32.5	29.2	27.7	43.0		47.7	51.9	44.0	33.9	36.0	25.6	35.0	29.7	26.5	36.4	36.7	37.9
NO. COMPANIES	14	6	3	4	5	7	11		8	8	4	7	5	3	7	10	7	6	6	5
NO. EMPLOYEES	14	6	3	4	6	10	12		16	9	9	7	5	3	8	15	10	6	22	25

PHOENIX, AZ

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	45.2	61.5		39.7	36.8	33.5	46.6	42.2	36.0	35.6	46.9	36.5	47.1	27.4	41.3	34.1	22.8	54.7	35.9	56.6
AVERAGE	45.2	59.8		41.1	36.8	33.5	48.6	42.2	36.0	45.8	46.9	33.5	46.3	28.5	41.3	34.6	22.8	54.7	35.3	56.6
25TH	34.5	39.5		25.5	20.5	21.5	30.5	32.5	17.5	41.5	42.5	33.5	32.5	21.5	30.5	24.5	17.5	43.5	28.5	26.5
50TH	42.5	57.5		25.5	25.5	34.5	44.5	45.5	31.5	42.5	45.5	35.5	33.5	31.5	36.5	25.5	25.5	50.5	38.5	26.5
75TH	55.5	69.5		62.5	46.5	36.5	43.5	51.5	53.5	49.5	53.5	37.5	65.5	33.5	60.5	38.5	25.5	52.5	39.5	75.5
START	47.3	57.3		39.9	35.3	23.4	50.7	40.2	38.6	49.2	0.0	33.0	40.0	22.1	38.8	29.7	22.0	49.3	31.0	52.8
NO. COMPANIES	13	4		6	5	7	8	5	3	5	3	4	6	5	9	5	3	4	3	2
NO. EMPLOYEES	13	5		7	5	7	8	5	3	13	3	4	7	6	9	8	3	4	11	2

PORTLAND, OR

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.3			33.7		29.5				49.3	55.8	33.0					27.4		36.1	
AVERAGE	44.3			33.7		29.8				49.3	55.4	33.0					27.4		36.4	
25TH	35.5			20.5		24.5				42.5	54.5	20.5					21.5		33.5	
50TH	40.5			20.5		27.5				48.5	54.5	25.5					21.5		33.5	
75TH	43.5			47.5		37.5				52.5	56.5	54.5					33.5		39.5	
START	39.9			20.1		25.4				46.5	77.0	35.2					25.7		24.9	
NO. COMPANIES	4			2		3				3	2	3					2		2	
NO. EMPLOYEES	4			2		3				3	3	3					2		11	

SACRAMENTO, CA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	37.2	42.7		37.4	33.3	22.6	35.9		33.0	47.8		30.0	52.1	28.7	40.4	31.9		46.8	57.8	
AVERAGE	39.6	42.7		37.4	33.3	22.6	35.9		33.0	46.5		31.3	52.1	28.7	40.4	31.9		44.3	57.9	
25TH	27.5	38.5		30.5	24.5	20.5	33.5		26.5	42.5		19.5	41.5	26.5	31.5	27.5		35.5	57.5	
50TH	39.5	38.5		30.5	30.5	24.5	35.5		26.5	42.5		29.5	42.5	26.5	40.5	27.5		47.5	57.5	
75TH	42.5	46.5		43.5	45.5	27.5	41.5		32.5	46.5		45.5	72.5	31.5	46.5	36.5		49.5	57.5	
START	32.2	34.8		25.4	27.5	20.9	23.0		18.7	33.9		25.2	37.6	20.0	29.9	27.9		41.6	40.6	
NO. COMPANIES	4	2		2	3	5	6		2	4		3	3	2	3	2		3	1	
NO. EMPLOYEES	5	2		2	3	5	6		2	19		7	3	2	3	2		10	32	

SALEM, OR

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	44.0	42.1		33.1	41.5	34.0	46.0	23.9	38.8	40.0	45.0	38.1	44.7	25.3	43.9	36.2	30.7	56.5	36.6	45.6
AVERAGE	44.0	42.1		33.1	41.5	31.3	46.0	28.2	38.8	37.5	45.0	40.3	45.4	25.3	43.9	36.2	32.1	66.5	38.2	47.2
25TH	34.5	35.5		30.5	41.5	23.5	37.5	21.5	24.5	26.5	39.5	25.5	37.5	21.5	32.5	24.5	18.5	49.5	32.5	39.5
50TH	42.5	40.5		30.5	41.5	23.5	41.5	21.5	30.5	38.5	40.5	34.5	40.5	23.5	44.5	38.5	26.5	74.5	32.5	44.5
75TH	51.5	45.5		33.5	41.5	39.5	49.5	35.5	51.5	42.5	56.5	52.5	55.5	24.5	55.5	33.5	51.5	76.5	43.5	43.5
START	36.6	34.1		26.7	34.5	25.9	38.0	23.6	32.0	33.6	36.7	35.0	37.8	22.6	33.4	33.8	31.3	49.4	30.3	36.5
NO. COMPANIES	10	4		4	2	2	8	2	6	4	3	6	5	4	6	5	3	3	6	4
NO. EMPLOYEES	10	4		4	2	3	8	5	6	7	3	13	6	4	6	5	4	7	22	6

SAN FRANCISCO, CA

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	47.0	48.0	39.6	42.4	38.4	33.9	50.3	45.0	34.5	53.3	54.0	47.3	45.0	28.3	41.7	38.1		57.0	38.7	45.4
AVERAGE	46.0	45.7	39.6	42.4	38.4	34.2	49.5	44.2	34.6	53.3	61.7	44.9	45.0	28.3	36.5	34.9		50.0	38.7	45.4
25TH	34.5	35.5	31.5	29.5	29.5	31.5	40.5	32.5	33.5	32.5	39.5	39.5	37.5	22.5	25.5	31.5		36.5	38.5	45.5
50TH	41.5	42.5	43.5	35.5	31.5	32.5	51.5	45.5	34.5	49.5	55.5	42.5	41.5	26.5	32.5	31.5		36.5	38.5	45.5
75TH	53.5	51.5	44.5	46.5	43.5	33.5	57.5	54.5	35.5	52.5	75.5	52.5	49.5	29.5	34.5	39.5		64.5	38.5	45.5
START	38.0	34.7	32.0	26.2	30.0	25.7	38.6	31.7	30.4	44.9	53.0	35.4	35.4	21.2	26.5	25.3		29.3	0.0	0.0
NO. COMPANIES	16	7	3	5	6	6	9	7	5	4	5	15	6	8	8	2		2	1	1
NO. EMPLOYEES	19	9	3	5	6	9	10	8	7	4	5	17	6	8	11	20		4	27	3

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

SAN JOSE, CA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	49.7	56.3		39.3	39.0	30.5	46.2	43.0	30.9	40.6	50.9	34.3	49.7	31.4	39.9	38.1	23.0	54.1	35.5	37.9
AVERAGE	50.9	69.3		41.7	35.3	30.4	46.2	43.0	30.6	40.6	53.0	32.3	49.7	31.4	39.3	38.1	23.2	54.1	38.5	37.9
25TH	45.5	54.5		35.5	27.5	25.5	35.5	35.5	27.5	39.5	38.5	26.5	36.5	23.5	35.5	21.5	19.5	26.5	26.5	27.5
50TH	50.5	55.5		39.5	30.5	29.5	43.5	45.5	30.5	39.5	51.5	29.5	51.5	33.5	40.5	40.5	22.5	45.5	37.5	27.5
75TH	56.5	75.5		43.5	41.5	31.5	48.5	45.5	31.5	42.5	68.5	33.5	52.5	37.5	46.5	53.5	27.5	62.5	42.5	48.5
START	40.8	68.3		37.1	28.2	28.2	39.7	33.5	24.6	34.4	45.2	26.4	46.7	27.4	33.6	35.7	21.6	51.1	35.2	34.0
NO. COMPANIES	10	3		3	6	9	8	3	5	2	7	8	4	3	5	6	5	4	4	2
NO. EMPLOYEES	11	24		5	16	11	8	3	16	2	8	10	4	3	5	6	8	4	21	8

SEATTLE, WA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	39.2	47.4	37.4	35.1	29.6	25.7	48.5	35.0	27.1	43.3	63.4	40.3	36.7	24.5	37.4	33.5	30.7	50.6	30.9	48.9
AVERAGE	40.1	47.4	37.4	35.1	29.6	25.7	48.5	35.0	32.1	47.0	63.4	42.8	36.7	25.2	38.0	34.0	31.4	45.9	31.4	53.2
25TH	31.5	38.5	16.5	28.5	21.5	17.5	36.5	28.5	29.5	34.5	47.5	30.5	33.5	21.5	34.5	28.5	26.5	44.5	27.5	35.5
50TH	36.5	44.5	38.5	33.5	27.5	23.5	49.5	35.5	32.5	50.5	66.5	33.5	37.5	25.5	36.5	32.5	28.5	45.5	30.5	45.5
75TH	47.5	52.5	47.5	36.5	37.5	31.5	55.5	39.5	36.5	53.5	76.5	52.5	37.5	29.5	43.5	40.5	35.5	52.5	36.5	48.5
START	35.4	41.8	31.2	28.4	24.4	21.0	35.3	30.0	25.1	33.5	49.4	31.1	28.9	21.3	32.6	25.5	32.8	44.1	24.7	44.0
NO. COMPANIES	24	7	4	12	11	12	19	9	13	15	9	14	3	10	18	10	5	7	3	4
NO. EMPLOYEES	33	7	4	12	11	12	19	9	33	31	9	17	3	12	24	11	7	14	12	6

SEQUOIA/PALO ALTO, CA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	43.2	48.2		27.4	31.8	30.5	68.6	45.5	34.1	45.1	70.0	46.9	48.9	25.5	37.6					
AVERAGE	43.2	48.2		27.4	31.8	29.1	68.6	45.5	34.1	45.1	80.0	46.9	48.9	25.5	37.6					
25TH	37.5	31.5		26.5	27.5	24.5	49.5	29.5	26.5	45.5	60.5	28.5	38.5	22.5	24.5					
50TH	41.5	31.5		26.5	28.5	24.5	52.5	29.5	26.5	45.5	60.5	42.5	52.5	22.5	40.5					
75TH	42.5	65.5		26.5	40.5	33.5	75.5	61.5	42.5	45.5	75.5	69.5	56.5	28.5	48.5					
START	38.6	41.3		24.4	30.4	23.4	66.0	34.0	25.4	36.0	44.5	40.0	44.3	22.9	37.5					
NO. COMPANIES	6	2		2	3	2	4	2	2	1	2	3	3	2	3					
NO. EMPLOYEES	6	2		2	3	3	4	2	2	2	4	3	3	2	3					

CANADA (Canadian dollars)

CALGARY, AB

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	59.7	42.9		42.9	47.5	37.2	77.3		54.2	57.1		69.3	51.4		47.5	48.1			54.2	47.3
AVERAGE	59.7	42.9		42.9	47.5	37.2	77.3		54.2	50.0		69.3	51.4		47.5	44.4			54.2	47.3
25TH	53.5	35.5		40.5	44.5	35.5	75.5		54.5	36.5		65.5	42.5		42.5	37.5			54.5	36.5
50TH	56.5	35.5		40.5	44.5	35.5	75.5		54.5	36.5		65.5	42.5		46.5	37.5			54.5	36.5
75TH	69.5	50.5		45.5	50.5	39.5	75.5		54.5	64.5		73.5	60.5		53.5	51.5			54.5	58.5
START	54.0	37.2		35.2	38.3	27.9	64.2		47.7	46.4		57.0	44.2		40.8	43.1			52.1	43.2
NO. COMPANIES	3	2		2	2	2	2		1	2		2	2		3	2			1	2
NO. EMPLOYEES	3	2		2	2	2	2		2	4		2	2		3	4			10	2

EDMONTON, AB

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	43.3	46.0		39.5	36.2	31.8	42.4		35.0	41.9	54.5	35.1			45.5					
AVERAGE	40.7	43.8		39.5	36.2	31.8	42.4		34.8	40.9	54.5	36.2			45.5					
25TH	36.5	37.5		31.5	31.5	23.5	38.5		26.5	38.5	52.5	25.5			39.5					
50TH	42.5	37.5		34.5	31.5	34.5	38.5		35.5	39.5	52.5	31.5			41.5					
75TH	46.5	50.5		38.5	41.5	37.5	46.5		42.5	45.5	56.5	42.5			56.5					
START	31.2	36.2		31.8	0.0	25.5	31.8		27.6	40.5	48.9	34.3			34.9					
NO. COMPANIES	7	2		4	2	3	2		3	3	2	8			3					
NO. EMPLOYEES	9	3		4	2	3	2		4	4	2	9			3					

GRAND VALLEY, ON

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	43.4	37.0	39.8	34.8	29.4	27.9	49.2	27.9	32.1	57.5	49.1	38.3	41.7		40.5	35.5	28.7	49.4	36.5	38.6
AVERAGE	43.7	37.0	37.4	34.8	29.4	27.9	49.2	27.9	33.0	56.8	48.7	38.1	41.7		41.2	35.5	28.2	50.7	35.3	43.5
25TH	37.5	21.5	28.5	30.5	24.5	21.5	39.5	23.5	25.5	40.5	43.5	27.5	41.5		34.5	29.5	22.5	45.5	33.5	44.5
50TH	41.5	21.5	38.5	31.5	26.5	26.5	45.5	23.5	32.5	55.5	50.5	33.5	42.5		40.5	38.5	28.5	49.5	35.5	45.5
75TH	45.5	53.5	46.5	41.5	34.5	31.5	53.5	32.5	38.5	60.5	55.5	44.5	47.5		46.5	40.5	33.5	56.5	38.5	48.5
START	35.5	18.0	33.6	30.7	24.6	24.7	44.2	31.2	26.9	40.8	37.5	30.6	35.7		39.5	30.8	24.9	46.3	32.0	38.1
NO. COMPANIES	21	2	11	9	6	9	12	2	9	16	13	11	7		18	7	14	13	15	5
NO. EMPLOYEES	25	2	18	9	6	9	12	2	10	25	13	12	8		20	7	18	43	128	24

HAMILTON, ON

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	48.9	52.5	40.6	47.9	38.0	35.4	51.3	36.3	43.3	56.3	55.6	40.9	43.5	23.9	43.8	50.9	32.7	56.2	40.6	48.8
AVERAGE	47.6	52.5	41.5	47.9	37.4	34.9	51.3	36.3	43.8	56.9	56.5	40.9	45.1	23.9	42.9	50.9	32.8	55.7	38.5	45.3
25TH	36.5	40.5	39.5	39.5	34.5	31.5	35.5	32.5	42.5	50.5	42.5	28.5	32.5	21.5	36.5	45.5	31.5	53.5	36.5	39.5
50TH	43.5	47.5	39.5	43.5	36.5	35.5	43.5	33.5	43.5	56.5	50.5	36.5	44.5	21.5	42.5	45.5	31.5	55.5	37.5	43.5
75TH	50.5	69.5	43.5	48.5	42.5	38.5	66.5	34.5	45.5	59.5	75.5	51.5	52.5	26.5	46.5	55.5	33.5	61.5	39.5	51.5
START	43.7	42.2	25.1	37.2	32.6	30.2	41.4	33.4	33.9	51.0	45.6	34.7	43.4	22.1	37.5	42.1	35.2	51.6	34.2	37.7
NO. COMPANIES	16	3	2	8	13	5	11	6	5	12	11	8	7	2	20	2	6	9	21	18
NO. EMPLOYEES	16	3	4	8	14	6	11	6	10	18	12	8	8	2	41	2	6	14	263	56

A ACCOUNTING MANAGER	H EMPLOYMENT MANAGER	O PURCHASING MANAGER
B AUDITING MANAGER	I CUSTOMER SERVICE MANAGER	P WAREHOUSE MANAGER
C COST ACCOUNTING MANAGER	J SALES MANAGER	Q SHIPPING/RECEIVING SUPERVISOR
D CREDIT & COLLECTION MANAGER	K MARKETING MANAGER	R PLANT MANAGER
E PAYROLL MANAGER	L ADMINISTRATIVE/OFFICE SERVICES MANAGER	S FOREMAN
F ACCOUNTS PAYABLE SUPERVISOR	M BUILDING SERVICES MANAGER	T GENERAL FOREMAN
G PERSONNEL MANAGER	N MAILROOM SUPERVISOR	

Annual salaries in thousands

REGINA, SK

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	53.7	59.9	51.6	36.5	39.2	29.3	59.2	45.1	41.7	57.8	46.9	36.8	45.9	27.2	44.4	50.9	31.2	55.9	36.8	48.9
AVERAGE	54.5	56.5	52.2	40.6	39.2	30.0	59.2	45.1	46.8	57.1	49.7	42.3	45.3	27.2	43.3	50.9	27.8	49.8	37.5	45.9
25TH	50.5	52.5	50.5	38.5	31.5	27.5	48.5	34.5	34.5	52.5	40.5	28.5	38.5	23.5	30.5	50.5	17.5	44.5	33.5	41.5
50TH	50.5	55.5	52.5	41.5	39.5	28.5	58.5	35.5	44.5	55.5	52.5	47.5	41.5	25.5	45.5	50.5	25.5	47.5	33.5	42.5
75TH	62.5	62.5	57.5	42.5	48.5	32.5	67.5	57.5	59.5	63.5	53.5	50.5	44.5	33.5	54.5	51.5	41.5	48.5	37.5	45.5
START	50.6	47.3	39.8	32.6	32.3	28.5	48.7	38.4	39.0	43.8	46.7	33.9	38.2	24.9	39.2	35.7	27.7	46.4	30.6	36.6
NO. COMPANIES	9	5	6	5	7	5	9	6	7	9	5	3	5	3	7	2	3	5	4	4
NO. EMPLOYEES	11	11	15	16	7	8	9	6	17	24	7	5	5	3	16	2	4	9	34	16

TORONTO, ON

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
WGHTD. AVERAGE	47.4	64.1	40.2	39.7	39.9	32.7	53.3	47.5	42.7	40.2	56.2	41.1	45.9	25.6	42.1	34.9	27.4			
AVERAGE	48.0	64.1	40.2	39.5	39.9	32.7	53.3	47.5	42.7	48.8	54.5	41.1	44.7	25.6	40.3	35.5	29.5			
25TH	41.5	59.5	34.5	33.5	30.5	25.5	42.5	39.5	38.5	41.5	46.5	37.5	40.5	16.5	34.5	30.5	24.5			
50TH	45.5	59.5	40.5	40.5	36.5	28.5	49.5	45.5	42.5	49.5	56.5	41.5	46.5	25.5	40.5	36.5	28.5			
75TH	55.5	74.5	45.5	44.5	53.5	35.5	53.5	59.5	47.5	57.5	62.5	45.5	47.5	31.5	40.5	40.5	32.5			
START	43.4	51.2	32.9	38.1	36.1	29.6	46.8	41.9	40.6	39.9	46.2	36.7	37.9	23.6	39.2	31.5	27.4			
NO. COMPANIES	12	3	3	3	7	10	7	6	3	6	7	9	6	7	5	7	4			
NO. EMPLOYEES	14	3	3	4	7	10	7	6	3	17	8	9	13	7	7	10	7			

Personnel Survey Reports from AMS

In addition to the *AMS Office Salaries Report, AMS Data Processing Salaries Report* and the *AMS Management Salaries Report*, AMS and the AMS Foundation also conduct annual surveys on benefits programs, personnel policies and other human resources-related topics. Our surveys are conducted at different intervals throughout the year. Therefore, you will always receive the latest issues as they are published for 1989 and 1990.

1989 AMS Office Benefits Survey — reports degree of company benefits offerings by industry, region and company size re: medical, disability, dental, optical, life and pension plans; paid leave policies (vacation, sick, holiday, etc.); and supplementary plans (401k, savings, ESOP, etc.). Also reports benefits expense as percent of payroll. This report is published annually in the fall.
Price: $30 ($15 to AMS members)

1989 AMS Office Turnover Survey — presents exempt and nonexempt turnover rates and reasons for termination by type of business, region and company size. Compares previous year overall averages. This report is published annually in the fall.
Price: $30 ($15 to AMS members)

1989 AMS Business Expenses Survey — examines company policies for reimbursing business travel, education, and relocation expenses. Responses are broken down by type of business, region and company size; compared with previous survey.
Price: $15 ($10 to AMS members)

1989 AMS Hiring & Firing Policies Survey — covers company hiring practices; how they evaluate potential employees, including intelligence/personality testing. Also examines progressive discipline policies, severance pay, and the prevalence of unjust discharge suits. Results reported by type of business, region and company size; compared with previous survey.
Price: $15 ($10 to AMS members)

1989 AMS Smoking Policies Survey — covers how many companies have smoking policies in effect, where smoking is banned, hiring policies regarding smokers, "kick the habit" programs. Includes sample company smoking policies. Results reported by type of business, region and company size; compared with previous survey.
Price: $15 ($10 to AMS members)

1989 AMS New Benefits Survey — four-part survey report covering four nontraditional benefits programs: flexible benefits; employee assistance (EAPs); wellness/physical fitness; and childcare. Each category is broken down into types of services covered. Results reported by type of business, region and company size; compared with previous survey.
Price: $15 ($10 to AMS members)

1989 AMS Contract Labor Survey — three-part survey covers trends in temporary help; contract employees; and contracted services (i.e. maintenance, consultants, etc.). Gauges use and reasons for using temp help; prevalence of contract staffing; more. Each category broken down by type of business, region and company size; compared with previous survey.
Price: $15 ($10 to AMS members)

1989 AMS Flexible Work Survey — covers trends in four major areas of work schedules: flextime; job sharing; part-time; and workweeks. Each category is broken down by type of business, region and company size; compared with previous survey.
Price: $15 ($10 to AMS members)

Ordering: Send check, payable to "AMS" or MasterCard, VISA, Diners Club or American Express charge card number and expiration date to Order Dept., AMS, 4622 Street Road, Trevose, PA 19047. Or, to expedite your order, FAX it to us! Our number is 215-953-1804. *There is an additional shipping and handling charge of $4.00 for orders that are invoiced or charged.* For further information, or a brochure, call the Order Department at 215-953-1040.

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1990

AMS MANAGEMENT SALARIES REPORT

Salary ranges for key middle management and supervisory positions

Published by

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AMS Surveys

1990

AMS MANAGEMENT SALARIES REPORT

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Introduction

AMS is pleased to present the results of its 18th annual salary survey of management and supervisory positions. This survey represents data collected from more than 2,100 companies of all sizes and types across North America, incorporating more than 20,000 exempt management employees.

Averages and weighted averages, effective February 1, 1990, are provided for 22 key positions found in most companies.

The salary data is broken out by region (five in the USA, plus Canada), by type of business (seven industry categories) and by company size (four categories based on size of workforce at respondents' locations). Data is also reported for more than 60 major metropolitan areas across North America.

In addition, annual salary budget increases are given for 1990 (actual) and 1991 (projected) by region, type of business, size of company, and overall.

The AMS salary surveys are made possible through the cooperation of AMS chapters in cities throughout the United States and Canada. Salary survey coordinators in each chapter have solicited participation of a cross-section of member and nonmember companies in each city. Questionnaires are returned directly to AMS headquarters for processing to ensure confidentiality of the salary data.

This report presents the overall results of the entire survey, with breakouts as indicated above. More detailed results by city are provided to each chapter salary survey coordinator for publication of a local report. To determine the availability of a report for your city, contact the salary survey coordinator at AMS headquarters in Trevose, Pennsylvania.

We welcome your comments regarding the format of this survey, the positions covered, and other suggestions that will make this report a more effective tool for determining competitive salary rates for office positions.

Guide to Use of Survey Data

The *1990 AMS Management Salaries Report* presents annual base salary rates for 22 key positions found in most businesses throughout the United States and Canada, effective February 1, 1990. Rates for each position are reported by city and region overall, plus type of business and size of company breakouts.

In addition, salary budget information precedes the salary data, and reports actual increases for 1990 and projected increases for 1991. The information is reported overall by the USA and Canada, by region, by type of business and by size of company.

EXPLANATION OF THE SALARY DATA

Each company participating in the survey was asked to provide one average rate for employees in each position. These rates are presented in this report as follows:

Weighted Average (W/Avg) - the average weekly salary rate weighed by the number of employees per company.

Average (Avg) - the annual salary rate averaged by company. This "straight" rate is not affected by companies reporting a large number of employees, since each company's average for the position counts as one. Thus the rate may be more reliable in those cases where a large number of employees in one company has been reported and has strongly affected the weighted average. This can be seen where there is a significant difference between the "weighted average" and "average" figures. The "average" rate may also be more reliable where the sample size is small.

Minimum (Min) - considering all the rates reported for a position, the low rate is the one that falls at the 25 percent mark up from the lowest rate reported. Rates less than this may generally be considered the extremes.

Maximum (Max) - this rate represents the one that falls at the 75 percent mark up from the lowest rate reported. Rates higher than this can generally be considered the extremes.

Companies (Cos) - this figure represents the number of companies reporting for each position. This is the number that the average salary is based on.

Employees (Empls) - this is the number of employees reported for each position, and forms the basis for the weighted average.

APPLYING THE INFORMATION

Since this report is considered a "benchmark" survey, the positions as defined on the following pages are general. Survey respondents have been encouraged to include data for employees whose responsibilities are similar to those in the following descriptions, but whose titles may not be the same.

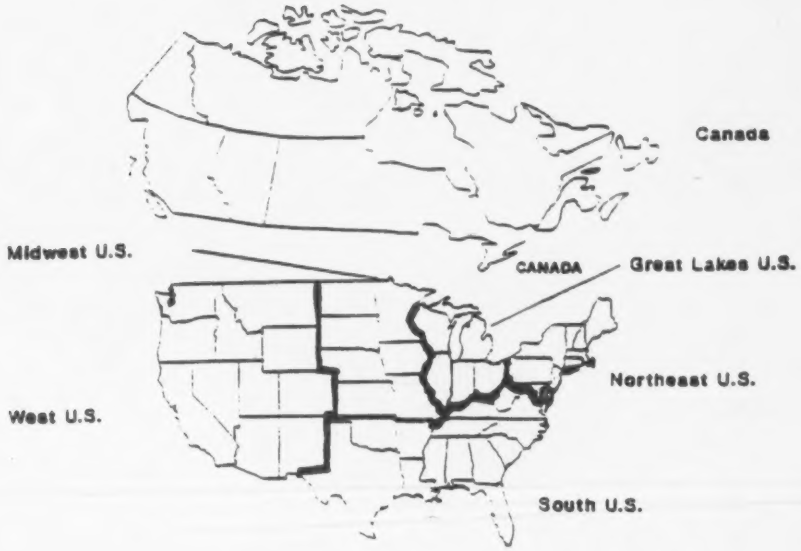
Therefore, the data in this survey should be used with discretion. You are urged to review the responsibilities of each position description before making comparisons with the positions in your company. Do not make comparisons by title alone. You should not expect the salaries of your employees to be the same as those in this report. The AMS data should be used in conjunction with other data and in consideration of such factors as location, benefits, unique company characteristics, availability of applicants, etc.

It should also be mentioned that since local surveys have smaller sample sizes than the national index, they are subject to substantially more sampling and other measurement error. As a result, local area salary results show greater volatility than the national indexes, although their long-term trends are similar.

This year, the U.S. survey results are presented by metropolitan areas as defined by the Department of Labor's Bureau of Labor Statistics. In the cases of some large metropolitan areas, more than one AMS chapter may have contributed to the overall regional results.

Along with 62 metropolitan areas, the survey is broken down into five regions in the U.S. along with Canada. The map below illustrates the locations of the survey regions.

SURVEY REGIONS



Appreciation is expressed to the following individuals for their assistance in gathering the data for the final results.

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Polly Bramer *(AMS Southern Minnesota Chapter)*

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Appreciation is also extended to the staff of the American Compensation Association, Scottsdale, Arizona, for their help in obtaining a good survey sample for this report.

AMS 1990 Management Salary Survey - Position Descriptions

1) **ACCOUNTING MANAGER** - Responsible for the general accounting records and operation of the accounting systems. including gathering and reporting of correct financial information to management. Establishes internal control of procedures and is responsible for developing, adapting or revising the accounting systems. Projects accounting data to show effects of proposed plans on capital investment, income cash position and overall financial condition. Assures adherence to standard accounting procedures.

2) **AUDITING MANAGER** - Responsible for audits of financial records and practices to appraise and verify the accounting accuracy of records, financial statements and reports. Determines that accepted accounting principles and policies are followed and evaluates the adequacy of the accounting systems and controls. Develops recommendations for improvements of records, procedures and internal controls. Prepares audit reports and trains auditors at entering professional levels.

3) **BRANCH MANAGER** - Directs the operation of a branch office providing customer service. soliciting new business, making collections and disbursements, maintaining records, and preparing reports for main office. Interprets and implements policies and procedures related to office organization, general administration, personnel administration, and technical operations.

4) **BUILDING SERVICES/FACILITIES MANAGER** - Responsible for the maintenance and repair of buildings, grounds, and equipment. and all related electrical and mechanical systems. Determines the most efficient and cost-effective equipment or systems to purchase, and develops preventive maintenance schedules to ensure their continued efficient operation.

5) **COMPENSATION AND BENEFITS MANAGER** - Responsible for compensation and benefits plans for all employees. Designs, implements, and administers compensation programs including job evaluation, salary administration, incentives, differentials, perquisites, and supplementary pay programs. Administers all retirement. estate-building and protective (group medical, surgical hospital, disability and life) plans. Responsible for integrating benefits to avoid gaps and duplications, as well as maximizing the value of coverage to both the employee and company.

6) **COMPUTER OPERATIONS MANAGER** - Responsible for ensuring the security and efficient and continuous functioning of the computer operations center mainframe and peripheral equipment. Interfaces with users to coordinate activities and resolve problems. Reviews and evaluates the performance of equipment and staff; recommends improvements as necessary. Maintains a state-of-the-art knowledge of hardware and peripheral equipment. Interfaces with vendors with regard to computer operating equipment.

7) **CONTROLLER** - Reports to chief operating officer. Directs preparation of reports. audits. and statements. Analyzes financial status of the organization. Directs preparation of operating budgets and controls.

8) CREDIT & COLLECTION MANAGER - Responsible for credit and collection activities. Establishes procedures for investigating, granting and controlling credit and collecting accounts due. Determines credit limits. Supervises mailing of collection letters and attempts to collect delinquent accounts. Investigates new customers' credit ratings and arranges terms of payment. Prepares reports showing status and amounts of credit and collections, and delinquent accounts.

9) CUSTOMER SERVICE MANAGER - Responsible for the customer service department. Establishes policy and guidelines for responding to service requests and customer complaints. Trains staff to respond positively to customers with varying degree of objections and criticisms. Provides procedures for making decisions on service charges and writing off charges within the company's allowable limits. Reports on types and numbers of complaints and keeps operating managers informed of product service trends.

10) DATA PROCESSING MANAGER - Responsible for planning, directing and controlling all data processing-related activities in an organization, including systems analysis, applications programming, computer operations and data entry activities and staffs.

11) EMPLOYMENT MANAGER - Supervises the recruiting, interviewing, selection and placement of applicants for employment. Establishes employment practices within framework of company policy. Designs employment methods to attain recruiting objectives; places advertisements; develops recruiting schedules; assigns interviewing and selection functions to staff. Maintains records for unemployment compensation and periodic employment statistics.

12) HUMAN RESOURCES (PERSONNEL) MANAGER - Responsible for developing, implementing and managing personnel/human resources-related programs and activities, including employment and placement activities; orientation; training and development programs; compensation plans, including wage and salary administration, and benefits programs; labor relations; compliance with governmental regulations covering employees. May also be responsible for health and medical services, safety and employee recreation programs.

13) MARKETING MANAGER - Responsible for the development of overall marketing programs for company products. Devises strategies for gaining or improving market share; coordinating marketing strategies with sales, marketing and advertising personnel; product promotion; market research and reports.

14) OFFICE/ADMINISTRATIVE SERVICES MANAGER - Responsible for administrative services, including word processing, telephone, reception, printing, and/or duplicating,filing, mailing, messenger, distribution of office supplies, and similar services. Responsible for securing office equipment and supplies. Coordinates services with operating departments. Trains personnel to perform tasks.

15) PAYROLL MANAGER - Supervises payroll functions, including the computation of deductions; preparation and verification of payrolls; maintenance of payroll records and reports; preparation of reports for federal, state and local government agencies; and processing of payments to employees. Determines that proper controls are followed to ensure that wages, salaries and deductions are being paid in accordance with established policy and labor agreements.

16) **PURCHASING MANAGER** - Responsible for the procurement of materials and supplies. Selects reliable sources; approves purchase orders; controls prices and quality; supervises purchasing personnel; maintains contact with suppliers. Locates and investigates potential supply sources; supervises the negotiation of purchase contracts and develops schedules for delivery of products.

17) **RECORDS MANAGER** - Responsible for the collection, storage, and eventual discarding of company records. Recommends, implements, and oversees record-keeping technology, such as micrographics.

18) **SALES MANAGER** - Responsible for sales of company products through sales staff. Plans and coordinates sales programs; conducts sales promotion staff meetings for long- and short-range sales events; participates in meetings to select lines or items of merchandise to promote; and develops timing methods of promotion. Sets up schedules for sales volume. Develops sales budgets and forecasts and prepares operating reports.

19) **ACCOUNTS PAYABLE SUPERVISOR** - Supervises the processing of accounts payable, including maintaining records of amounts owed, verifying invoices, computing discounts and preparing vouchers for payment. Also responsible for the preparation of accounts and other reports as needed.

20) **COMPUTER OPERATIONS SUPERVISOR** - Responsible for supervising computer operations and related functions in the efficient and economical production and testing of all computer jobs. Evaluates performance and service given to users. Maintains, reviews, and adjusts operating schedules as necessary. Investigates and resolves operating problems. Serves as a liaison with vendors.

21) **DATA ENTRY SUPERVISOR** - Responsible for supervising, scheduling and organizing the work of data entry employees. Reviews and evaluates section performance. Interfaces with users, and maintains files.

22) **MAILROOM SUPERVISOR** - Supervises the receiving, sorting and distribution of incoming mail and the preparation of outgoing mail. Supervises delivery and mail collection employees.

Budgeted Salary Increases

1990 - Approved for Exempt Employees (%)

Type of Business	Total USA	Nrthst	Gr Lks	Mdwst	South	West	Canada
Manu./Constr.	5.5%	4.9%	4.8%	4.6%	4.9%	5.5%	5.6%
Banking/Finance	5.6	5.7	5.2	5.4	5.1	6.8	6.0
Insurance	5.5	5.8	5.6	5.0	5.5	5.7	5.7
Services	5.7	5.7	5.5	5.9	5.5	5.7	5.5
Retail/Wholesale	5.3	5.7	5.3	5.0	5.1	5.5	5.1
Util./Trans./Comm.	5.1	5.4	4.6	4.8	5.4	5.3	5.4
Educ./Govt./Nonprof.	4.9	5.3	4.7	5.2	4.9	4.6	5.0
Other	5.3	5.1	5.1	5.1	5.3	5.9	3.0
Total	5.3	5.4	5.1	5.1	5.2	5.7	5.4
Company Size							
1-100 Employees	5.7	5.6	5.2	5.6	5.6	6.4	5.7
101-500 Employees	5.2	5.5	5.2	4.9	5.1	5.5	5.0
501-1,000 Employees	5.1	5.2	4.9	5.0	5.3	5.3	6.2
1,000+ Employees	5.1	5.1	5.1	5.0	5.0	5.2	5.2

1990 - Approved for Non-Exempt Employees (%)

Type of Business	Total USA	Nrthst	Gr Lks	Mdwst	South	West	Canada
Manu./Constr.	4.8%	4.7%	4.6%	4.6%	4.8%	5.3%	5.3%
Banking/Finance	5.5	5.6	5.1	5.2	5.0	6.4	6.0
Insurance	5.5	5.8	5.5	5.0	5.5	5.7	5.2
Services	5.4	5.5	5.2	5.4	5.3	5.4	5.5
Retail/Wholesale	5.0	5.3	5.0	4.8	4.8	5.3	5.0
Util./Trans./Comm.	4.6	4.9	4.0	4.6	4.9	4.8	4.4
Educ./Govt./Nonprof.	4.9	5.3	4.6	5.2	4.5	4.7	5.2
Other	5.2	5.1	4.9	4.9	5.3	5.6	3.0
Total	5.1	5.3	4.9	4.9	5.1	5.5	5.3
Company Size							
1-100 Employees	5.4	4.9	4.6	4.3	4.6	6.0	5.7
101-500 Employees	5.1	5.4	5.0	4.9	4.9	5.2	4.8
501-1,000 Employees	5.1	5.2	4.6	5.0	5.4	5.1	5.7
1,000+ Employees	4.9	5.0	4.7	4.7	4.8	5.4	5.0

1991 - Planned (%)

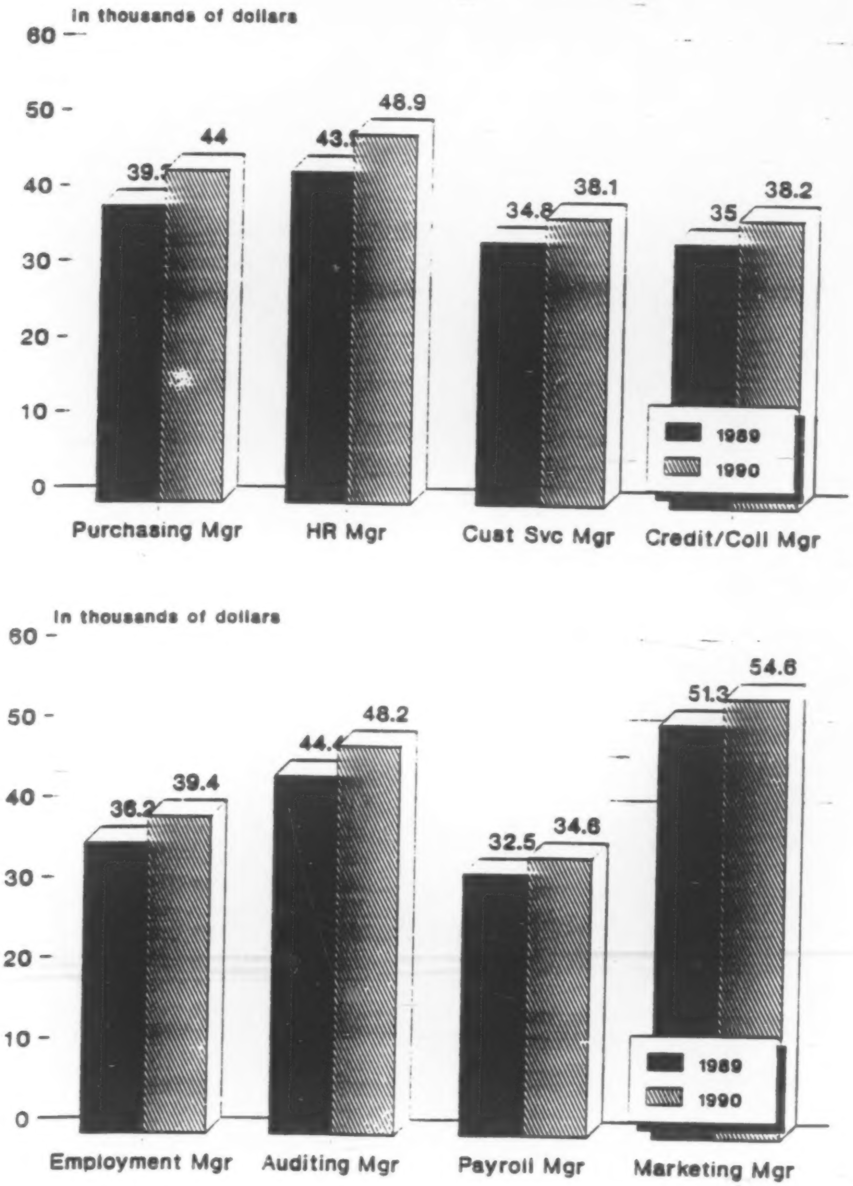
Type of Business	Total USA	Nrthst	Gr Lks	Mdwst	South	West	Canada
Manu./Constr.	4.9%	5.1%	4.8%	4.6%	4.8%	5.2%	5.2%
Banking/Finance	6.0	5.4	4.8	5.5	6.5	8.0	5.2
Insurance	5.6	6.2	5.6	5.0	5.5	5.7	5.2
Services	5.8	5.7	5.6	6.2	5.6	5.7	5.6
Retail/Wholesale	5.4	5.6	5.6	4.9	5.1	5.6	5.3
Util./Trans./Comm.	5.3	5.5	4.0	7.7	4.7	4.8	5.5
Educ./Govt./Nonprof.	4.9	5.7	4.9	4.8	4.7	4.6	7.0
Other	5.3	5.2	4.8	5.1	5.2	6.1	4.8
Total	5.4	5.5	5.1	5.4	5.4	5.8	5.6
Company Size							
1-100 Employees	6.0	5.8	5.4	5.9	6.3	6.6	5.7
101-500 Employees	5.1	5.5	5.0	4.9	5.0	5.3	5.1
501-1,000 Employees	5.5	5.3	4.7	6.8	5.4	5.4	5.0
1,000+ Employees	4.9	4.9	5.0	4.6	5.0	5.0	5.0

The Top Salary Gainers in Management, 1989-1990

Overall, purchasing managers saw the greatest salary increases between 1989 and 1990, with a 12 percent jump in pay. Human resources managers followed with an 11.4 percent increase. Other big gainers: customer service managers (9.5 percent), credit & collection managers (9.1 percent), employment managers (8.8 percent), auditing managers (8.6 percent), payroll managers (6.5 percent), and marketing managers (6.4 percent).

MANAGEMENT COMPENSATION

Two-Year Trend 1989 & 1990



TOTAL USA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	35.7	43.6	50.0	43.9	930	1313
2 Auditing Manager	40.1	48.2	55.0	47.5	332	501
3 Branch Manager	29.8	45.1	56.5	35.6	226	1762
4 Building/Facilities Manager	32.5	41.4	48.9	40.5	618	760
5 Compensation & Benefits Manager	36.4	47.4	54.5	46.8	241	263
6 Computer Operations Manager	38.6	46.0	53.1	45.2	564	682
7 Controller	45.3	60.1	70.0	59.2	740	851
8 Credit & Collection Manager	30.0	38.2	44.6	37.4	448	568
9 Customer Service Manager	29.2	38.1	44.5	37.8	458	635
10 Data Processing Manager	44.1	55.6	64.7	52.6	601	840
11 Employment Manager	31.8	39.4	45.5	39.1	412	468
12 Human Resources Manager	36.9	48.9	57.0	48.6	875	994
13 Marketing Manager	40.0	54.6	65.0	54.8	518	774
14 Office/Administrative Svcs Manager	28.0	37.1	43.8	31.9	616	1172
15 Payroll Manager	26.8	34.6	40.3	34.3	533	638
16 Purchasing Manager	35.4	44.0	51.0	44.6	587	681
17 Records Manager	25.1	32.2	38.7	32.8	158	193
18 Sales Manager	40.0	52.5	60.7	49.1	403	1002
19 Accounts Payable Supervisor	24.2	30.3	35.2	29.2	491	640
20 Computer Operations Supervisor	28.4	34.0	38.6	33.4	439	736
21 Data Entry Supervisor	22.4	27.1	29.9	26.2	308	459
22 Mailroom Supervisor	21.0	25.7	29.3	23.6	429	990

BY REGION
Northeast, USA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	35.2	43.3	50.0	44.4	270	373
2 Auditing Manager	40.4	49.1	55.0	47.4	93	136
3 Branch Manager	32.0	48.1	58.0	37.1	49	428
4 Building/Facilities Manager	33.8	41.8	48.5	42.0	182	198
5 Compensation & Benefits Manager	37.7	47.3	54.5	46.7	70	76
6 Computer Operations Manager	40.0	46.3	55.0	46.5	151	192
7 Controller	45.8	62.3	73.1	62.2	227	249
8 Credit & Collection Manager	30.9	39.0	46.9	39.6	133	152
9 Customer Service Manager	30.0	37.8	43.8	37.8	137	173
10 Data Processing Manager	44.8	56.9	68.3	50.8	176	328
11 Employment Manager	33.4	40.3	47.3	39.5	119	131
12 Human Resources Manager	37.3	49.2	58.0	48.7	245	288
13 Marketing Manager	40.0	54.0	64.0	53.7	149	268
14 Office/Administrative Svcs Manager	28.0	36.3	43.4	30.5	168	460
15 Payroll Manager	27.0	35.6	42.5	36.8	153	189
16 Purchasing Manager	36.8	45.7	52.2	46.1	172	195
17 Records Manager	25.2	33.6	41.8	34.9	39	71
18 Sales Manager	42.0	53.1	60.0	52.0	119	296
19 Accounts Payable Supervisor	25.0	31.2	36.0	30.7	148	183
20 Computer Operations Supervisor	29.6	34.5	[illegible]	33.7	123	233
21 Data Entry Supervisor	25.0	28.9	32.2	27.8	78	124
22 Mailroom Supervisor	22.4	26.2	29.7	24.4	118	295

BY REGION

Southern USA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	36.5	45.2	50.4	45.8	177	263
2 Auditing Manager	40.6	48.1	55.0	43.8	76	129
3 Branch Manager	29.0	42.1	54.2	35.0	53	523
4 Building/Facilities Manager	32.6	42.0	51.4	37.6	113	188
5 Compensation & Benefits Manager	38.3	48.4	54.2	46.8	56	67
6 Computer Operations Manager	39.0	45.5	52.3	42.8	118	171
7 Controller	45.8	61.4	71.4	58.4	146	185
8 Credit & Collection Manager	32.0	39.1	44.4	37.3	90	134
9 Customer Service Manager	31.0	41.0	48.4	40.9	91	126
10 Data Processing Manager	45.2	58.1	66.7	54.1	122	176
11 Employment Manager	32.5	40.0	45.3	39.8	88	115
12 Human Resources Manager	37.0	50.3	57.7	49.4	162	195
13 Marketing Manager	40.5	57.8	70.2	59.0	108	155
14 Office/Administrative Svcs Manager	28.3	36.9	42.2	32.9	114	182
15 Payroll Manager	26.6	33.7	38.8	33.4	116	136
16 Purchasing Manager	35.4	43.3	50.0	44.8	122	148
17 Records Manager	25.5	33.1	39.7	33.1	40	40
18 Sales Manager	42.0	55.0	68.3	55.0	69	140
19 Accounts Payable Supervisor	24.4	30.1	34.9	29.9	101	128
20 Computer Operations Supervisor	28.4	33.6	37.3	31.8	92	157
21 Data Entry Supervisor	20.7	26.1	29.2	24.5	66	112
22 Mailroom Supervisor	18.9	24.2	27.0	21.9	90	451

Great Lakes USA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	34.8	43.0	47.9	42.6	196	279
2 Auditing Manager	40.0	48.1	54.4	51.2	68	97
3 Branch Manager	29.2	42.2	54.9	34.9	55	358
4 Building/Facilities Manager	32.5	42.6	49.9	42.6	141	158
5 Compensation & Benefits Manager	38.0	49.1	56.0	49.3	57	59
6 Computer Operations Manager	39.0	47.1	56.1	46.8	121	128
7 Controller	44.8	55.3	63.0	54.7	152	178
8 Credit & Collection Manager	29.5	36.7	42.5	36.8	99	111
9 Customer Service Manager	28.7	37.3	45.8	37.3	98	141
10 Data Processing Manager	43.0	52.5	62.7	52.3	126	134
11 Employment Manager	30.7	39.3	47.6	39.5	88	97
12 Human Resources Manager	36.0	47.8	55.7	48.3	193	204
13 Marketing Manager	39.5	52.8	64.1	51.8	108	140
14 Office/Administrative Svcs Manager	26.5	37.3	43.8	34.3	127	168
15 Payroll Manager	27.9	35.1	41.0	35.0	112	117
16 Purchasing Manager	35.3	44.9	52.5	45.7	130	150
17 Records Manager	26.6	32.7	38.7	32.7	40	40
18 Sales Manager	41.7	50.9	60.9	41.6	80	253
19 Accounts Payable Supervisor	23.1	29.9	37.2	29.7	80	85
20 Computer Operations Supervisor	27.6	33.9	39.1	33.8	101	166
21 Data Entry Supervisor	23.2	27.7	31.3	27.1	64	84
22 Mailroom Supervisor	21.2	26.3	29.9	26.2	95	104

BY REGION

Midwestern USA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	33.4	41.8	48.0	41.6	155	223
2 Auditing Manager	38.4	45.4	50.2	45.9	58	68
3 Branch Manager	30.8	46.3	55.2	38.7	35	184
4 Building/Facilities Manager	30.3	38.1	44.5	37.8	121	142
5 Compensation & Benefits Manager	33.3	40.3	45.0	39.9	33	36
6 Computer Operations Manager	35.9	42.1	48.2	41.6	105	117
7 Controller	42.5	56.1	65.5	55.6	108	116
8 Credit & Collection Manager	29.4	37.2	45.0	36.3	70	90
9 Customer Service Manager	25.3	35.1	41.4	34.9	71	112
10 Data Processing Manager	42.0	53.6	60.0	52.9	99	117
11 Employment Manager	28	35.4	43.0	34.8	70	78
12 Human Resources Manager	36.	47.3	55.0	46.2	150	170
13 Marketing Manager	40.0	52.7	63.0	53.3	84	110
14 Office/Administrative Svcs Manager	26.3	35.8	43.6	29.0	111	250
15 Payroll Manager	25.9	32.5	37.6	30.6	90	132
16 Purchasing Manager	32.5	39.2	45.0	39.2	90	100
17 Records Manager	22.2	28.1	32.6	27.5	28	31
18 Sales Manager	37.4	48.6	58.9	48.4	64	141
19 Accounts Payable Supervisor	22.9	29.4	34.0	25.9	71	138
20 Computer Operations Supervisor	27.0	32.4	37.8	32.5	75	102
21 Data Entry Supervisor	19.7	25.1	28.2	24.7	58	81
22 Mailroom Supervisor	19.0	24.9	29.1	24.5	77	88

Western USA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	37.4	44.9	51.0	44.9	132	175
2 Auditing Manager	40.9	51.1	59.9	51.3	37	71
3 Branch Manager	32.0	49.0	60.0	33.0	34	269
4 Building/Facilities Manager	36.0	42.8	51.0	44.3	61	74
5 Compensation & Benefits Manager	40.0	50.7	57.5	50.7	25	25
6 Computer Operations Manager	42.3	49.9	55.1	49.8	69	74
7 Controller	52.0	64.6	75.0	64.6	106	122
8 Credit & Collection Manager	29.3	38.4	44.6	35.2	56	81
9 Customer Service Manager	31.9	39.0	44.0	38.4	61	83
10 Data Processing Manager	45.0	56.3	63.9	56.3	78	85
11 Employment Manager	34.9	42.3	48.3	42.3	47	47
12 Human Resources Manager	37.3	50.2	60.0	50.5	125	137
13 Marketing Manager	41.0	55.7	63.9	56.9	69	101
14 Office/Administrative Svcs Manager	30.1	40.4	48.6	38.8	95	111
15 Payroll Manager	28.0	35.6	41.8	35.5	62	64
16 Purchasing Manager	38.3	45.6	52.0	45.3	73	88
17 Records Manager	28.9	32.6	33.5	32.6	11	11
18 Sales Manager	40.7	54.6	62.4	50.8	71	172
19 Accounts Payable Supervisor	25.2	30.1	33.9	29.8	91	106
20 Computer Operations Supervisor	31.2	36.5	40.0	35.9	48	78
21 Data Entry Supervisor	25.0	27.4	29.0	27.1	42	58
22 Mailroom Supervisor	22.8	27.5	31.0	27.5	49	52

BY TYPE OF BUSINESS (USA)

Manufacturing/Construction Organizations

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	37.7	44.1	49.2	44.1	209	299
2 Auditing Manager	44.7	52.0	58.0	51.8	48	57
3 Branch Manager	40.0	51.7	65.0	54.6	25	84
4 Building/Facilities Manager	36.0	43.3	49.9	43.4	133	146
5 Compensation & Benefits Manager	43.9	52.3	59.4	52.8	49	50
6 Computer Operations Manager	38.4	46.2	54.2	46.2	111	113
7 Controller	48.8	60.2	70.0	59.6	181	216
8 Credit & Collection Manager	31.7	40.5	47.5	41.0	140	159
9 Customer Service Manager	30.5	39.3	45.0	39.2	159	187
10 Data Processing Manager	44.4	52.6	61.6	52.6	145	151
11 Employment Manager	32.5	41.5	48.0	42.0	75	80
12 Human Resources Manager	37.0	47.5	57.0	47.3	225	253
13 Marketing Manager	47.9	59.0	68.7	59.8	136	256
14 Office/Administrative Svcs Manager	28.5	38.4	43.8	37.4	109	115
15 Payroll Manager	27.2	36.9	44.0	36.8	110	114
16 Purchasing Manager	39.0	48.5	55.0	49.2	183	224
17 Records Manager	26.0	34.7	45.4	34.7	15	15
18 Sales Manager	47.0	56.6	63.8	49.9	148	443
19 Accounts Payable Supervisor	25.0	31.9	37.1	31.8	126	138
20 Computer Operations Supervisor	30.0	35.4	39.2	34.8	83	109
21 Data Entry Supervisor	23.1	27.9	31.8	27.8	50	54
22 Mailroom Supervisor	24.3	27.8	32.0	27.7	52	55

Banking/Finance Organizations

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	33.5	44.7	51.8	44.5	100	166
2 Auditing Manager	37.0	45.3	50.9	44.2	80	132
3 Branch Manager	26.8	37.8	54.2	32.1	81	1113
4 Building/Facilities Manager	33.5	40.9	46.0	40.9	68	73
5 Compensation & Benefits Manager	36.0	47.3	59.0	46.8	27	28
6 Computer Operations Manager	37.7	47.1	56.1	46.4	68	77
7 Controller	48.0	64.0	77.0	62.4	88	101
8 Credit & Collection Manager	29.0	36.5	41.4	34.1	50	66
9 Customer Service Manager	28.3	36.9	41.4	37.4	60	90
10 Data Processor Manager	45.8	64.0	86.4	63.6	67	72
11 Employment Manager	32.8	40.5	47.6	40.5	63	71
12 Human Resources Manager	38.5	55.6	66.7	55.5	92	98
13 Marketing Manager	42.6	56.6	65.0	55.2	69	81
14 Office/Administrative Svcs Manager	33.3	42.2	48.6	34.6	42	62
15 Payroll Manager	25.1	32.9	38.3	32.9	66	66
16 Purchasing Manager	29.5	37.6	43.3	37.3	61	63
17 Records Manager	22.0	27.2	29.4	27.2	24	24
18 Sales Manager	37.5	48.8	63.5	49.9	24	25
19 Accounts Payable Supervisor	24.8	30.4	36.5	30.7	49	53
20 Computer Operations Supervisor	27.0	32.7	37.1	32.8	53	115
21 Data Entry Supervisor	20.7	27.0	29.6	26.5	35	49
22 Mailroom Supervisor	20.0	25.5	29.2	25.8	65	71

BY TYPE OF BUSINESS (USA)

Insurance Organizations

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	38.0	44.8	50.0	44.9	110	154
2 Auditing Manager	42.6	49.7	55.5	49.4	46	56
3 Branch Manager	52.0	60.5	68.1	53.6	26	109
4 Building/Facilities Manager	29.9	39.2	48.5	39.0	70	71
5 Compensation & Benefits Manager	40.0	47.2	51.3	46.0	29	33
6 Computer Operations Manager	39.0	47.7	54.0	47.5	78	95
7 Controller	52.0	68.6	75.0	67.5	63	67
8 Credit & Collection Manager	32.6	40.1	47.1	38.9	18	21
9 Customer Service Manager	32.0	37.5	43.2	37.7	51	83
10 Data Processing Manager	47.3	62.6	70.0	59.1	63	93
11 Employment Manager	30.2	39.4	45.5	39.4	42	42
12 Human Resources Manager	39.0	51.2	58.5	51.1	91	92
13 Marketing Manager	41.0	59.9	69.3	58.3	63	80
14 Office/Administrative Svcs Manager	32.1	39.9	45.1	39.9	33	85
15 Payroll Manager	28.4	33.6	38.5	33.6	61	61
16 Purchasing Manager	32.2	37.7	41.7	37.7	49	49
17 Records Manager	23.0	32.2	38.2	31.4	39	42
18 Sales Manager	48.5	60.6	65.6	51.5	34	90
19 Accounts Payable Supervisor	24.3	28.8	33.0	28.6	50	55
20 Computer Operations Supervisor	28.0	32.8	37.1	32.7	68	118
21 Data Entry Supervisor	23.8	27.4	30.5	27.0	48	67
22 Mailroom Supervisor	21.0	24.9	27.5	24.8	88	126

Service (business and healthcare) Organizations

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	32.3	40.4	45.7	42.5	162	227
2 Auditing Manager	40.0	48.6	56.0	52.8	39	92
3 Branch Manager	29.5	39.4	48.2	34.2	42	95
4 Building/Facilities Manager	31.7	40.7	51.6	40.7	95	149
5 Compensation & Benefits Manager	34.7	40.6	49.3	40.6	44	48
6 Computer Operations Manager	37.0	43.8	51.0	43.4	98	122
7 Controller	42.0	55.4	66.0	55.4	126	133
8 Credit & Collection Manager	28.6	34.3	40.0	33.0	82	114
9 Customer Service Manager	26.8	36.2	41.9	36.1	56	83
10 Data Processing Manager	41.2	49.7	59.2	49.6	100	135
11 Employment Manager	28.4	34.5	38.0	34.1	75	97
12 Human Resources Manager	34.3	45.2	52.5	45.4	165	211
13 Marketing Manager	35.0	46.8	56.3	49.4	96	128
14 Office/Administrative Svcs Manager	26.0	36.2	42.0	34.8	144	214
15 Payroll Manager	25.2	30.9	36.5	31.2	90	105
16 Purchasing Manager	33.4	40.6	44.8	41.8	78	98
17 Records Manager	26.9	30.9	38.7	30.9	28	28
18 Sales Manager	36.0	46.8	55.0	47.4	68	131
19 Accounts Payable Supervisor	23.4	28.5	32.0	28.4	77	97
20 Computer Operations Supervisor	28.2	32.7	36.0	32.3	78	112
21 Data Entry Supervisor	22.8	26.1	27.5	26.4	56	71
22 Mailroom Supervisor	19.4	24.3	27.7	24.1	72	86

BY TYPE OF BUSINESS (USA)

Retail/Wholesale Sales Organizations

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	35.0	41.8	48.0	41.3	88	113
2 Auditing Manager	37.0	47.0	54.0	47.9	25	27
3 Branch Manager	40.0	50.8	60.6	33.1	21	221
4 Building/Facilities Manager	30.5	38.4	46.6	38.5	52	53
5 Compensation & Benefits Manager	38.1	51.3	58.8	51.3	17	17
6 Computer Operations Manager	36.8	44.4	50.0	44.5	46	50
7 Controller	43.4	58.8	69.6	59.8	70	76
8 Credit & Collection Manager	30.0	37.5	44.2	37.8	62	76
9 Customer Service Manager	28.0	33.3	39.4	32.6	43	49
10 Data Processing Manager	45.0	56.3	65.0	56.3	62	64
11 Employment Manager	30.5	40.5	49.4	39.7	27	28
12 Human Resources Manager	35.7	48.8	53.0	49.2	69	73
13 Marketing Manager	42.0	58.5	72.8	58.3	46	68
14 Office/Administrative Svcs Manager	23.3	33.1	40.0	32.0	60	68
15 Payroll Manager	28.0	33.9	41.7	33.9	45	45
16 Purchasing Manager	37.4	44.5	51.0	44.1	53	61
17 Records Manager	27.0	31.7	36.1	31.7	6	6
18 Sales Manager	38.3	52.7	60.0	50.6	63	122
19 Accounts Payable Supervisor	22.0	27.4	30.2	27.3	66	89
20 Computer Operations Supervisor	27.5	33.3	38.4	33.2	35	53
21 Data Entry Supervisor	23.5	27.5	32.7	27.4	31	35
22 Mailroom Supervisor	19.8	24.7	28.5	24.5	31	33

Utility/Transportation/Communication Organizations

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	41.8	50.3	56.7	48.7	55	86
2 Auditing Manager	48.8	55.0	59.7	55.1	28	34
3 Branch Manager	42.5	57.3	66.2	46.9	9	37
4 Building/Facilities Manager	34.3	41.2	45.5	41.0	42	46
5 Compensation & Benefits Manager	47.7	55.8	61.0	54.0	21	25
6 Computer Operations Manager	40.1	48.0	54.5	48.0	29	29
7 Controller	45.0	66.7	83.0	65.7	39	43
8 Credit & Collection Manager	36.2	42.4	48.3	42.2	31	36
9 Customer Service Manager	38.6	45.5	53.1	44.0	34	57
10 Data Processing Manager	45.1	58.2	70.6	58.2	38	38
11 Employment Manager	40.5	47.1	50.5	45.6	23	34
12 Human Resources Manager	45.0	58.4	70.0	59.6	45	50
13 Marketing Manager	50.0	60.9	66.6	60.9	29	30
14 Office/Administrative Svcs Manager	33.5	42.9	49.3	42.9	35	35
15 Payroll Manager	37.8	45.6	51.3	44.9	32	35
16 Purchasing Manager	40.6	50.0	56.1	50.7	38	48
17 Records Manager	32.0	42.3	46.2	42.3	17	17
18 Sales Manager	45.0	49.9	55.6	50.4	18	27
19 Accounts Payable Supervisor	31.2	36.6	42.3	35.8	32	37
20 Computer Operations Supervisor	34.5	39.8	43.8	39.6	29	41
21 Data Entry Supervisor	20.1	30.9	37.6	29.4	15	17
22 Mailroom Supervisor	25.8	32.0	37.3	31.4	20	22

BY TYPE OF BUSINESS (USA)
Education/Government/Nonprofit Organizations

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	34.2	42.6	50.3	42.4	121	144
2 Auditing Manager	35.9	44.0	52.5	39.0	44	76
3 Branch Manager	32.0	43.2	54.0	39.6	16	82
4 Building/Facilities Manager	31.3	40.7	46.8	36.4	101	161
5 Compensation & Benefits Manager	33.9	43.8	47.8	41.8	25	33
6 Computer Operations Manager	38.7	43.2	49.3	40.7	77	128
7 Controller	42.7	52.6	60.1	50.2	100	126
8 Credit & Collection Manager	27.3	34.7	40.1	33.0	30	51
9 Customer Service Manager	25.0	34.7	45.4	32.8	22	44
10 Data Processor Manager	42.0	53.0	60.8	45.6	85	239
11 Employment Manager	30.8	37.9	44.5	37.0	69	78
12 Human Resources Manager	38.7	47.7	55.4	46.6	121	138
13 Marketing Manager	28.5	38.8	48.9	35.7	43	73
14 Office/Administrative Svcs Manager	25.0	34.2	43.4	26.9	85	529
15 Payroll Manager	25.7	32.4	38.9	32.7	85	168
16 Purchasing Manager	33.8	41.4	46.8	40.7	79	38
17 Records Manager	24.4	30.4	36.5	33.9	23	55
18 Sales Manager	23.0	33.6	37.4	29.6	15	60
19 Accounts Payable Supervisor	22.7	30.6	36.7	26.1	55	130
20 Computer Operations Supervisor	29.3	33.6	37.0	31.8	57	137
21 Data Entry Supervisor	21.6	25.8	28.2	24.2	51	128
22 Mailroom Supervisor	19.4	24.5	28.5	22.0	65	561

All Other Types of Businesses

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	37.7	44.4	50.0	44.7	85	124
2 Auditing Manager	40.4	47.9	55.0	47.4	22	27
3 Branch Manager	50.0	56.6	60.4	46.2	6	21
4 Building/Facilities Manager	38.2	45.8	57.1	46.4	57	61
5 Compensation & Benefits Manager	35.0	44.2	48.5	44.2	29	29
6 Computer Operations Manager	41.3	49.6	56.9	49.7	57	68
7 Controller	47.0	64.1	75.0	63.2	72	88
8 Credit & Collection Manager	29.5	39.4	45.4	40.2	35	45
9 Customer Service Manager	30.8	39.3	45.0	39.7	33	42
10 Data Processing Manager	46.0	58.0	64.4	58.0	41	48
11 Employment Manager	29.6	40.4	42.1	40.4	38	38
12 Human Resources Manager	35.9	46.3	56.0	45.4	67	79
13 Marketing Manager	41.2	53.8	65.0	55.7	36	58
14 Office/Administrative Svcs Manager	29.0	34.9	42.2	34.5	57	63
15 Payroll Manager	28.6	36.7	43.6	36.7	14	44
16 Purchasing Manager	36.9	46.1	52.7	47.0	46	50
17 Records Manager	31.8	30.7	37.4	30.7	6	6
18 Sales Manager	41.7	49.1	56.0	53.5	33	104
19 Accounts Payable Supervisor	24.5	29.3	33.0	29.1	36	41
20 Computer Operations Supervisor	24.9	34.6	40.0	34.5	36	51
21 Data Entry Supervisor	21.9	27.4	31.3	26.9	22	38
22 Mailroom Supervisor	23.2	27.7	31.3	27.7	36	36

BY COMPANY EMPLOYEE SIZE (USA)
(at respondents' locations)
1 to 100 Employees

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	30.2	37.1	41.3	38.9	143	177
2 Auditing Manager	33.6	43.3	50.0	41.3	26	47
3 Branch Manager	33.1	47.3	57.4	42.0	87	147
4 Building/Facilities Manager	25.0	32.7	36.0	32.8	48	49
5 Compensation & Benefits Manager	30.0	39.9	42.0	38.2	17	19
6 Computer Operations Manager	28.0	38.5	47.2	38.2	50	51
7 Controller	37.9	50.4	60.0	50.4	135	135
8 Credit & Collection Manager	24.5	30.2	35.0	30.1	48	51
9 Customer Service Manager	25.5	33.6	38.8	33.1	74	98
10 Data Processing Manager	40.0	49.9	63.0	49.6	67	69
11 Employment Manager	21.0	33.9	37.2	31.3	22	30
12 Human Resources Manager	32.0	41.2	46.0	41.3	117	119
13 Marketing Manager	28.6	41.9	52.0	42.4	91	106
14 Office/Administrative Svcs Manager	25.5	33.2	38.5	32.8	157	163
15 Payroll Manager	21.0	28.2	30.5	28.2	31	31
16 Purchasing Manager	32.2	42.5	52.0	42.7	39	41
17 Records Manager	19.8	25.0	26.9	25.0	9	9
18 Sales Manager	40.0	51.0	57.0	49.2	97	148
19 Accounts Payable Supervisor	20.8	28.1	31.5	27.9	40	41
20 Computer Operations Supervisor	23.1	29.5	33.8	29.4	29	31
21 Data Entry Supervisor	21.0	24.8	27.5	24.4	20	22
22 Mailroom Supervisor	18.7	22.4	24.3	22.4	27	27

101 to 500 Employees

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	35.4	42.7	49.4	42.6	402	481
2 Auditing Manager	35.9	44.3	52.5	48.5	100	140
3 Branch Manager	29.0	43.0	55.0	31.3	77	556
4 Building/Facilities Manager	30.8	39.7	46.8	39.7	247	256
5 Compensation & Benefits Manager	36.5	45.9	54.2	46.1	67	70
6 Computer Operations Manager	36.0	44.2	51.4	44.2	215	220
7 Controller	45.0	58.1	68.0	57.7	324	352
8 Credit & Collection Manager	29.2	36.5	42.3	36.4	195	214
9 Customer Service Manager	28.6	37.6	44.0	37.3	206	256
10 Data Processing Manager	42.4	52.2	61.0	52.0	286	304
11 Employment Manager	28.7	36.6	42.5	35.8	120	127
12 Human Resources Manager	36.0	46.4	54.0	46.3	444	468
13 Marketing Manager	41.0	55.6	65.0	55.7	242	344
14 Office/Administrative Svcs Manager	29.1	37.2	43.5	35.2	263	321
15 Payroll Manager	25.3	30.9	36.1	30.9	157	158
16 Purchasing Manager	33.9	43.2	50.1	43.4	220	235
17 Records Manager	22.2	30.0	35.8	29.7	54	55
18 Sales Manager	40.0	52.7	61.3	52.4	202	437
19 Accounts Payable Supervisor	23.2	28.6	32.4	28.5	185	207
20 Computer Operations Supervisor	27.4	32.9	37.3	32.9	150	193
21 Data Entry Supervisor	22.2	26.6	30.0	26.4	104	131
22 Mailroom Supervisor	21.1	25.4	28.8	25.6	145	149

BY COMPANY EMPLOYEE SIZE (USA)
(at respondents' locations)
501 to 1000 Employees

	Min	Avg	Max	W/Avg	Cos	Emple
1 Accounting Manager	38.1	45.4	50.9	45.4	162	235
2 Auditing Manager	42.3	49.5	54.0	48.8	74	86
3 Branch Manager	27.6	40	44.8	32.5	29	413
4 Building/Facilities Manager	34.3	42.0	49.7	42.1	129	138
5 Compensation & Benefits Manager	38.2	49.1	55.6	49.1	63	66
6 Computer Operations Manager	40.0	48.0	56.1	48.3	116	129
7 Controller	52.0	64.4	75.1	63.7	130	154
8 Credit & Collection Manager	33.7	41.5	47.3	41.4	86	106
9 Customer Service Manager	32.9	40.6	47.0	39.6	83	114
10 Data Processing Manager	44.1	56.2	65.5	55.4	98	115
11 Employment Manager	32.5	39.5	44.7	39.5	99	102
12 Human Resources Manager	40.3	52.4	61.5	52.2	132	147
13 Marketing Manager	44.0	57.9	65.4	59.6	85	132
14 Office/Administrative Svcs Manager	32.3	40.7	48.0	38.0	89	109
15 Payroll Manager	28.3	36.5	42.6	36.5	121	124
16 Purchasing Manager	36.2	44.1	51.6	44.7	132	142
17 Records Manager	25.6	31.8	35.7	31.4	33	35
18 Sales Manager	46.6	57.3	65.0	56.4	50	130
19 Accounts Payable Supervisor	26.1	32.0	37.2	31.9	92	100
20 Computer Operations Supervisor	29.2	33.8	37.9	32.9	96	162
21 Data Entry Supervisor	22.0	27.6	31.1	26.9	58	76
22 Mailroom Supervisor	21.0	25.1	28.8	25.2	96	100

Over 1,000 Employees

	Min	Avg	Max	W/Avg	Cos	Emple
1 Accounting Manager	39.3	47.9	54.0	46.6	223	420
2 Auditing Manager	41.9	51.4	58.0	47.8	132	228
3 Branch Manager	32.0	48.8	54.6	39.7	33	646
4 Building/Facilities Manager	36.7	45.4	52.4	41.6	194	317
5 Compensation & Benefits Manager	37.0	48.7	54.5	47.3	94	108
6 Computer Operations Manager	41.0	48.8	56.0	45.7	183	282
7 Controller	54.1	69.5	82.3	64.1	150	209
8 Credit & Collection Manager	33.4	41.7	48.3	38.2	119	197
9 Customer Service Manager	33.7	40.5	47.0	40.2	95	167
10 Data Processing Manager	50.2	64.2	72.6	52.8	150	352
11 Employment Manager	33.4	42.1	48.0	42.0	171	209
12 Human Resources Manager	45.0	57.5	65.1	54.0	182	260
13 Marketing Manager	45.6	60.8	75.0	56.6	100	192
14 Office/Administrative Svcs Manager	28.6	39.9	46.8	28.7	106	578
15 Payroll Manager	29.4	37.0	42.5	35.8	224	325
16 Purchasing Manager	36.4	45.1	51.9	45.9	196	263
17 Records Manager	28.0	35.4	41.4	35.8	62	94
18 Sales Manager	38.6	50.3	57.2	40.6	54	287
19 Accounts Payable Supervisor	25.2	31.7	37.1	29.0	174	292
20 Computer Operations Supervisor	30.0	36.0	42.0	34.2	164	350
21 Data Entry Supervisor	23.5	27.7	29.9	26.1	126	230
22 Mailroom Supervisor	21.2	26.9	30.6	23.0	161	714

TOTAL CANADA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	36.0	46.8	58.5	47.1	23	29
2 Auditing Manager	58.2	60.8	61.1	62.0	5	13
3 Branch Manager	38.8	49.3	62.8	56.3	11	141
4 Building/Facilities Manager	41.8	48.5	55.3	47.1	11	12
5 Compensation & Benefits Manager	47.3	56.5	66.0	54.4	5	6
6 Computer Operations Manager	50.8	60.5	69.1	60.5	15	15
7 Controller	47.3	57.6	67.0	57.2	23	24
8 Credit & Collection Manager	34.5	41.0	47.6	41.0	15	15
9 Customer Service Manager	30.0	39.1	47.0	39.1	14	14
10 Data Processing Manager	41.0	65.0	80.5	65.0	11	11
11 Employment Manager	35.8	42.1	54.0	42.1	6	6
12 Human Resources Manager	41.2	47.4	55.0	46.9	18	20
13 Marketing Manager	42.0	51.2	60.0	51.9	15	22
14 Office/Administrative Svcs Manager	34.0	39.5	44.2	39.1	23	25
15 Payroll Manager	32.0	38.1	42.0	38.1	13	13
16 Purchasing Manager	43.8	46.7	50.0	46.7	21	21
17 Records Manager	30.2	34.1	36.5	34.1	6	6
18 Sales Manager	46.2	57.6	67.5	53.3	22	41
19 Accounts Payable Supervisor	27.0	31.9	38.0	31.9	18	18
20 Computer Operations Supervisor	38.4	44.6	53.6	45.8	12	19
21 Data Entry Supervisor	25.0	29.4	32.7	30.0	10	12
22 Mailroom Supervisor	28.9	31.3	33.2	31.3	6	6

CANADIAN METROPOLITAN AREA RESULTS

Calgary, AB

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	53.3	56.4	59.4	57.3	2	6
3 Branch Manager	62.8	67.0	71.2	70.0	2	7
6 Computer Operations Manager	60.2	70.9	81.7	70.9	2	2
7 Controller	78.4	79.7	80.9	79.6	2	2
8 Credit & Collection Manager	49.4	54.8	60.2	54.8	2	2
10 Data Processing Manager	68.1	74.3	80.5	74.3	2	2
15 Payroll Manager	32.0	38.5	44.9	38.5	2	2
18 Sales Manager	72.3	74.2	76.2	74.3	2	2

Edmonton, AB

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	36.0	47.3	61.0	47.3	3	3
6 Computer Operations Manager	60.0	66.0	72.0	66.0	2	2
13 Marketing Manager	42.0	46.5	51.0	46.5	2	2
14 Office/Administrative Svcs Manager	30.0	36.6	45.6	36.6	3	3
17 Records Manager	26.9	30.9	35.0	31.0	2	2
19 Accounts Payable Supervisor	35.7	36.4	37.0	36.3	2	2

Metropolitan Toronto - Grand Valley - South/Central Ontario

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	35.8	44.4	50.5	42.8	17	19
2 Auditing Manager	58.2	61.9	66.4	63.1	3	9
3 Branch Manager	38.8	45.3	52.0	55.6	9	134
4 Building/Facilities Manager	41.8	46.2	52.4	44.8	9	10
5 Compensation & Benefits Manager	47.3	52.0	66.0	50.5	4	5
6 Computer Operations Manager	50.5	57.6	65.2	57.6	11	11
7 Controller	47.3	55.5	62.6	55.2	20	21
8 Credit & Collection Manager	34.5	39.1	46.4	39.1	12	12
9 Customer Service Manager	30.0	37.9	45.0	37.9	13	13
10 Data Processing Manager	41.0	63.3	101.8	63.3	8	8
11 Employment Manager	35.8	39.0	41.8	38.9	5	5
12 Human Resources Manager	35.1	44.7	52.0	44.3	15	17
13 Marketing Manager	43.2	51.2	60.0	51.6	12	18
14 Office/Administrative Svcs Manager	34.0	39.3	44.0	38.8	19	21
15 Payroll Manager	31.1	37.7	40.3	37.7	10	10
16 Purchasing Manager	43.5	46.1	47.5	46.1	18	18
17 Records Manager	34.5	37.4	41.3	37.4	3	3
18 Sales Manager	46.2	55.9	65.0	52.2	20	39
19 Accounts Payable Supervisor	23.4	31.2	38.2	31.2	15	15
20 Computer Operations Supervisor	38.4	45.2	50.0	46.3	10	17
21 Data Entry Supervisor	25.0	29.9	37.6	30.4	8	10
22 Mailroom Supervisor	29.3	32.1	40.4	32.1	4	4

USA METROPOLITAN AREA RESULTS

Atlanta - Northwest Georgia

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	40.9	51.8	47.4	48.6	14	29
2 Auditing Manager	40.6	46.0	51.7	42.5	7	18
3 Branch Manager	31.0	36.0	38.5	38.4	3	240
4 Building/Facilities Manager	30.5	38.7	49.8	38.7	7	7
5 Compensation & Benefits Manager	40.2	45.8	51.3	45.8	3	3
6 Computer Operations Manager	37.7	44.1	53.5	43.7	10	11
7 Controller	49.2	62.9	75.9	62.9	10	10
8 Credit & Collection Manager	33.4	41.0	46.8	41.0	3	3
9 Customer Service Manager	30.7	36.8	45.8	36.1	8	9
10 Data Processing Manager	62.5	72.5	92.1	72.5	3	3
11 Employment Manager	33.2	40.5	48.5	40.5	9	9
12 Human Resources Manager	60.0	69.2	84.0	69.3	6	6
13 Marketing Manager	78.0	90.7	116	90.7	5	5
14 Office/Administrative Svcs Manager	25.9	36.3	42.7	36.3	6	6
15 Payroll Manager	25.1	32.6	38.9	32.6	11	11
16 Purchasing Manager	30.8	35.9	41.8	35.9	7	7
17 Records Manager	26.0	29.5	33.0	29.5	2	2
18 Sales Manager	60.0	69.8	118.1	76.0	4	14
19 Accounts Payable Supervisor	23.7	26.3	29.5	26.3	5	5
20 Computer Operations Supervisor	29.4	35.7	47.8	32.7	8	11
21 Data Entry Supervisor	21.6	26.3	30.6	26.2	6	9
22 Mailroom Supervisor	17.2	21.5	23.2	21.7	7	8

Baltimore - Central Maryland

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	39.5	44.7	49.4	44.6	20	33
2 Auditing Manager	52.4	60.2	71.2	58.6	6	8
3 Branch Manager	58.0	56.5	76.0	52.9	4	35
4 Building/Facilities Manager	36.0	43.7	50.9	43.7	14	14
5 Compensation & Benefits Manager	44.5	50.2	55.6	50.2	8	8
6 Computer Operations Manager	45.6	51.9	60.2	52.2	12	22
7 Controller	58.3	72.2	82.9	72.9	14	15
8 Credit & Collection Manager	33.0	37.2	47.4	37.2	4	4
9 Customer Service Manager	27.8	43.9	60.0	43.9	2	2
10 Data Processing Manager	50.8	61.1	73.2	55.3	8	20
11 Employment Manager	35.4	39.9	43.3	39.9	14	14
12 Human Resources Manager	37.8	49.8	63.7	49.1	15	16
13 Marketing Manager	32.3	41.4	52.8	42.0	7	8
14 Office/Administrative Svcs Manager	40.0	42.8	47.0	42.8	8	8
15 Payroll Manager	24.8	37.9	48.5	37.9	10	10
16 Purchasing Manager	37.4	45.4	50.2	45.8	10	11
17 Records Manager	32.0	32.6	41.8	32.6	4	4
19 Accounts Payable Supervisor	26.0	32.1	33.8	32.4	7	9
20 Computer Operations Supervisor	32.4	36.3	41.2	34.3	9	18
21 Data Entry Supervisor	25.1	28.9	37.0	28.9	4	4
22 Mailroom Supervisor	21.8	26.6	27.3	26.6	10	10

Birmingham, AL

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	35.5	42.1	48.8	42.2	13	18
2 Auditing Manager	39.4	53.4	65.0	50.0	8	10
3 Branch Manager	29.4	41.6	53.0	31.3	5	50
4 Building/Facilities Manager	40.3	48.6	59.1	37.3	8	27
5 Compensation & Benefits Manager	51.0	52.8	56.2	52.8	5	5
6 Computer Operations Manager	37.8	42.2	60.0	42.2	8	8
7 Controller	46.0	61.1	75.0	61.1	9	9
8 Credit & Collection Manager	27.8	38.1	44.9	34.0	6	10
9 Customer Service Manager	28.3	38.0	44.9	40.1	6	9
10 Data Processing Manager	50.0	68.4	97.4	68.4	7	7
11 Employment Manager	28.4	35.3	41.3	34.6	8	10
12 Human Resources Manager	49.1	52.6	55.0	52.7	10	11
13 Marketing Manager	42.0	57.2	78.3	61.1	9	11
14 Office/Administrative Svcs Manager	26.7	32.4	38.0	32.4	3	3
15 Payroll Manager	36.6	.1	63.6	44.1	8	8
16 Purchasing Manager	38.9	46.5	61.0	48.5	12	12
17 Records Manager	35.7	45.5	66.5	45.5	6	6
18 Sales Manager	46.0	50.0	59.0	53.9	6	13
19 Accounts Payable Supervisor	32.3	35.0	38.7	35.9	7	8
20 Computer Operations Supervisor	31.2	33.9	39.8	33.5	7	10
21 Data Entry Supervisor	20.9	30.0	50.8	28.2	4	5
22 Mailroom Supervisor	25.0	26.9	32.1	26.9	7	7

Boston, MA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	32.0	44.9	55.4	44.9	15	15
2 Auditing Manager	47.0	55.5	59.7	60.1	5	8
3 Branch Manager	40.0	48.3	55.9	53.7	5	9
4 Building/Facilities Manager	38.0	41.1	48.3	41.5	8	9
5 Compensation & Benefits Manager	50.0	71.1	95.9	71.1	3	3
6 Computer Operations Manager	41.0	45.5	54.2	47.1	9	13
7 Controller	48.7	73.1	80.5	73.1	14	14
8 Credit & Collection Manager	33.0	45.1	55.1	45.1	9	9
9 Customer Service Manager	28.2	38.8	42.6	38.8	8	8
10 Data Processing Manager	46.9	58.5	70.0	57.1	9	10
11 Employment Manager	45.0	53.3	60.0	53.3	5	5
12 Human Resources Manager	35.0	50.8	55.5	50.4	12	13
13 Marketing Manager	35.0	72.9	107	62.5	7	15
14 Office/Administrative Svcs Manager	33.2	39.0	55.4	39.0	8	8
15 Payroll Manager	47.4	46.5	51.6	46.5	5	5
16 Purchasing Manager	48.1	59.6	75.5	64.6	8	10
18 Sales Manager	40.0	68.3	60.0	61.7	6	12
19 Accounts Payable Supervisor	28.3	33.2	39.4	32.5	10	12
20 Computer Operations Supervisor	31.9	38.5	51.0	39.7	8	19
21 Data Entry Supervisor	27.4	29.9	31.7	29.5	6	11
22 Mailroom Supervisor	25.1	30.5	38.7	31.5	8	9

Buffalo - Rochester - Western New York

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	36.7	44.1	50.0	43.7	14	22
2 Auditing Manager	35.3	43.0	53.3	46.0	3	6
4 Building/Facilities Manager	27.3	33.1	39.6	33.1	13	13
6 Computer Operations Manager	40.9	39.9	43.4	39.9	5	5
7 Controller	35.0	55.8	67.9	55.8	10	10
8 Credit & Collection Manager	24.1	30.4	36.6	29.6	7	8
9 Customer Service Manager	28.0	41.7	57.9	40.9	11	12
10 Data Processing Manager	39.5	43.9	49.1	43.9	7	7
11 Employment Manager	33.0	35.7	39.9	35.7	3	3
12 Human Resources Manager	31.0	42.8	53.0	38.1	15	18
13 Marketing Manager	32.0	46.2	76.0	45.2	8	9
14 Office/Administrative Svcs Manager	23.0	26.4	30.0	26.4	6	6
15 Payroll Manager	25.9	30.1	37.5	30.1	9	9
16 Purchasing Manager	32.9	38.2	43.1	38.2	10	10
18 Sales Manager	47.0	53.6	62.4	58.1	11	16
19 Accounts Payable Supervisor	22.7	29.4	35.3	28.6	12	13
20 Computer Operations Supervisor	30.0	29.7	32.0	29.5	8	9
21 Data Entry Supervisor	23.5	24.6	25.8	25.0	2	3
22 Mailroom Supervisor	20.0	24.2	27.3	24.2	3	3

Cedar Rapids - Eastern Iowa

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	30.0	35.7	39.8	38.0	13	17
2 Auditing Manager	29.0	55.0	81.0	55.0	2	2
3 Branch Manager	48.0	41.1	50.0	36.4	4	5
4 Building/Facilities Manager	29.4	34.0	41.3	34.0	12	12
5 Compensation & Benefits Manager	31.6	35.0	40.0	35.0	3	3
6 Computer Operations Manager	26.0	37.5	51.5	35.8	6	7
7 Controller	42.5	48.1	55.5	47.7	11	13
8 Credit & Collection Manager	26.5	29.9	34.1	29.3	6	3
9 Customer Service Manager	24.0	34.3	43.0	34.3	5	5
10 Data Processing Manager	39.0	43.3	44.5	43.0	8	9
11 Employment Manager	30.2	33.0	39.0	31.8	8	12
12 Human Resources Manager	43.3	46.7	51.5	46.7	12	12
13 Marketing Manager	40.0	42.2	52.0	42.2	6	6
14 Office/Administrative Svcs Manager	21.9	31.9	42.5	31.2	11	12
15 Payroll Manager	22.6	26.5	33.7	26.1	8	9
16 Purchasing Manager	36.8	38.7	44.3	38.7	6	6
17 Records Manager	23.5	31.8	40.1	31.8	2	2
18 Sales Manager	40.0	45.8	60.2	45.8	4	4
19 Accounts Payable Supervisor	20.8	22.9	29.3	22.8	4	4
20 Computer Operations Supervisor	21.3	25.6	32.9	24.4	5	7
21 Data Entry Supervisor	18.8	20.2	21.6	20.2	2	2
22 Mailroom Supervisor	18.0	24.7	28.0	24.7	6	7

Charlotte, NC

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	34.0	43.4	52.0	43.4	9	9
2 Auditing Manager	45.0	50.4	55.7	53.1	3	6
4 Building/Facilities Manager	33.3	33.6	33.9	33.6	3	3
6 Computer Operations Manager	39.9	42.4	45.0	42.4	5	5
7 Controller	57.0	65.4	81.0	65.4	8	8
8 Credit & Collection Manager	37.1	37.4	42.1	37.4	4	4
9 Customer Service Manager	38.6	41.4	42.2	39.9	5	14
10 Data Processing Manager	38.5	43.6	49.2	43.6	6	6
11 Employment Manager	38.2	48.8	59.3	55.1	2	5
12 Human Resources Manager	43.1	43.7	47.4	43.6	5	5
13 Marketing Manager	40.8	40.8	57.2	40.8	4	4
14 Office/Administrative Svcs Manager	22.0	38.0	48.3	38.0	6	6
15 Payroll Manager	26.7	29.7	34.5	29.7	3	3
16 Purchasing Manager	35.0	44.0	58.0	44.0	3	3
17 Records Manager	16.0	35.6	55.2	35.6	2	2
19 Accounts Payable Supervisor	28.7	29.3	29.4	29.3	5	5
20 Computer Operations Supervisor	27.6	28.0	28.4	27.8	2	4
21 Data Entry Supervisor	28.5	30.1	35.0	30.1	4	4
22 Mailroom Supervisor	25.7	25.6	27.0	25.7	4	6

Chicago Metro Area, IL

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	38.6	42.8	46.1	42.0	31	40
2 Auditing Manager	47.0	51.0	57.0	52.5	9	11
3 Branch Manager	40.0	54.6	68.1	55.3	11	37
4 Building/Facilities Manager	38.6	48.3	61.4	47.7	23	26
5 Compensation & Benefits Manager	39.5	50.7	67.0	50.7	10	10
6 Computer Operations Manager	43.1	48.1	56.9	48.0	20	22
7 Controller	50.0	62.2	70.0	62.4	28	31
8 Credit & Collection Manager	32.6	37.6	43.7	38.0	20	22
9 Customer Service Manager	32.0	39.6	48.6	39.4	22	35
10 Data Processing Manager	49.9	56.8	66.6	56.9	23	24
11 Employment Manager	29.4	37.4	41.2	37.3	18	20
12 Human Resources Manager	36.0	50.8	57.3	51.1	33	35
13 Marketing Manager	46.0	53.5	62.8	52.9	18	22
14 Office/Administrative Svcs Manager	31.5	39.1	45.6	38.3	31	36
15 Payroll Manager	30.5	36.5	41.0	36.4	21	22
16 Purchasing Manager	30.0	40.0	44.0	40.0	17	17
17 Records Manager	26.3	28.9	31.6	28.9	11	11
18 Sales Manager	42.0	49.3	57.2	52.3	10	20
19 Accounts Payable Supervisor	26.0	30.6	35.2	30.8	16	17
20 Computer Operations Supervisor	32.0	34.8	39.1	34.8	15	28
21 Data Entry Supervisor	27.2	31.1	34.9	31.0	17	22
22 Mailroom Supervisor	24.7	28.9	32.1	29.8	24	25

Cincinnati, OH

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	31.5	39.4	45.1	37.7	15	17
2 Auditing Manager	48.8	51.6	54.4	51.6	2	2
3 Branch Manager	42.1	53.2	81.7	39.1	4	19
4 Building/Facilities Manager	38.0	43.8	50.7	43.8	9	9
6 Computer Operations Manager	47.6	49.3	57.5	49.3	8	8
7 Controller	38.3	46.3	48.0	46.3	11	11
8 Credit & Collection Manager	33.6	36.6	51.8	36.4	8	9
9 Customer Service Manager	28.4	37.7	41.6	38.1	9	10
10 Data Processing Manager	44.8	52.7	70.0	52.7	12	12
11 Employment Manager	31.9	41.3	50.2	41.3	6	6
12 Human Resources Manager	35.7	48.2	58.4	49.9	16	17
13 Marketing Manager	61.0	69.6	87.4	69.6	8	8
14 Office/Administrative Svcs Manager	25.0	38.7	51.3	38.7	11	11
15 Payroll Manager	37.8	42.8	54.0	42.7	8	8
16 Purchasing Manager	36.5	47.2	59.2	47.2	11	11
17 Records Manager	28.0	31.5	44.5	31.5	4	4
18 Sales Manager	41.7	46.7	46.6	45.8	9	22
19 Accounts Payable Supervisor	23.1	29.9	41.6	29.9	8	8
20 Computer Operations Supervisor	27.0	33.8	46.7	32.8	8	14
21 Data Entry Supervisor	23.1	26.3	32.3	24.1	4	8
22 Mailroom Supervisor	20.6	26.4	33.2	26.4	5	5

Cleveland - Akron - Lorain, OH

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	36.4	48.0	60.8	46.9	11	13
2 Auditing Manager	40.0	48.2	51.6	48.2	5	5
4 Building/Facilities Manager	42.2	45.6	49.4	46.5	3	4
5 Compensation & Benefits Manager	48.0	57.0	66.0	57.0	2	2
6 Computer Operations Manager	40.0	46.7	56.1	46.7	6	6
7 Controller	54.1	61.5	90.4	55.8	4	7
8 Credit & Collection Manager	35.0	40.3	55.2	39.2	4	5
9 Customer Service Manager	44.8	51.9	59.0	51.9	2	2
10 Data Processing Manager	46.3	60.3	70.9	60.3	7	7
11 Employment Manager	33.1	41.3	49.6	41.4	2	2
12 Human Resources Manager	39.0	52.2	76.7	55.3	8	9
13 Marketing Manager	35.8	57.2	86.8	46.5	3	6
14 Office/Administrative Svcs Manager	33.4	43.0	75.0	43.0	4	4
15 Payroll Manager	32.0	36.2	36.4	36.2	6	6
16 Purchasing Manager	42.1	53.2	63.8	53.2	7	7
18 Sales Manager	43.2	52.0	60.7	51.9	2	2
19 Accounts Payable Supervisor	22.5	34.5	46.5	34.5	2	2
20 Computer Operations Supervisor	26.6	36.0	37.9	34.5	6	10
21 Data Entry Supervisor	26.0	30.0	30.1	29.0	5	6
22 Mailroom Supervisor	19.4	29.4	36.5	29.4	3	3

Columbia - Jefferson City - Mid-Missouri

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	26.0	[illegible]	46.8	38.9	11	12
2 Auditing Manager	40.9	44.6	64.2	44.6	4	4
3 Branch Manager	33.1	47.5	76.1	35.3	4	15
4 Building/Facilities Manager	26.7	35.6	42.2	33.7	10	14
5 Compensation & Benefits Manager	24.0	27.7	30.0	27.7	3	3
6 Computer Operations Manager	34.2	38.1	40.6	38.1	7	14
7 Controller	40.2	47.4	54.2	47.4	6	6
8 Credit & Collection Manager	38.2	36.0	47.1	36.0	4	4
9 Customer Service Manager	40.0	37.9	42.3	41.2	4	17
10 Data Processing Manager	42.0	50.6	60.0	47.2	11	19
11 Employment Manager	30.0	33.0	34.8	33.0	6	6
12 Human Resources Manager	30.7	41.3	50.3	39.2	11	14
13 Marketing Manager	45.6	50.3	55.0	50.3	2	2
14 Office/Administrative Svcs Manager	25.9	31.4	38.9	22.9	5	96
15 Payroll Manager	26.2	34.5	53.6	27.1	4	39
16 Purchasing Manager	30.9	35.8	45.3	34.2	8	12
17 Records Manager	22.2	32.6	42.9	32.5	2	2
18 Sales Manager	33.0	36.5	40.0	34.7	2	4
19 Accounts Payable Supervisor	22.4	24.0	28.1	21.6	4	44
20 Computer Operations Supervisor	25.2	32.7	37.0	34.2	7	14
21 Data Entry Supervisor	17.3	20.6	25.7	22.4	6	12
22 Mailroom Supervisor	18.6	21.0	23.8	20.9	7	9

Dallas-Ft. Worth, TX

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	42.0	43.1	45.9	42.9	4	5
2 Auditing Manager	26.9	43.9	60.9	43.9	2	2
4 Building/Facilities Manager	37.8	43.5	52.9	43.2	16	17
5 Compensation & Benefits Manager	42.0	48.9	52.0	48.9	9	9
6 Computer Operations Manager	41.7	51.1	61.6	51.0	20	20
7 Controller	52.5	64.7	70.0	62.4	21	26
8 Credit & Collection Manager	34.1	40.8	47.0	40.4	18	20
9 Customer Service Manager	30.8	40.6	46.8	40.6	15	15
10 Data Processing Manager	51.0	63.8	78.6	63.8	14	14
11 Employment Manager	28.8	34.9	39.9	35.6	15	16
12 Human Resources Manager	40.0	51.5	60.0	49.1	23	28
13 Marketing Manager	54.1	64.4	85.0	59.7	12	14
14 Office/Administrative Svcs Manager	33.0	38.9	42.0	36.5	16	20
15 Payroll Manager	28.3	32.1	36.5	32.1	19	19
16 Purchasing Manager	35.4	41.1	43.9	41.1	17	17
17 Records Manager	31.5	35.0	38.2	35.0	9	9
18 Sales Manager	50.7	68.2	72.0	63.2	9	12
19 Accounts Payable Supervisor	24.4	27.8	31.2	27.7	13	17
20 Computer Operations Supervisor	29.2	31.5	34.2	30.5	12	21
21 Data Entry Supervisor	21.5	28.0	31.3	28.0	[illegible]	9
22 Mailroom Supervisor	27.0	38.9	47.4	41.1	34	44

Dayton, OH

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	41.7	47.0	49.3	45.2	17	23
2 Auditing Manager	37.0	48.6	56.3	48.6	10	10
3 Branch Manager	28.4	34.9	44.4	31.7	7	129
4 Building/Facilities Manager	32.5	47.3	53.0	47.3	13	13
5 Compensation & Benefits Manager	34.0	45.2	51.6	44.2	10	11
6 Computer Operations Manager	38.7	44.5	50.3	44.5	13	13
7 Controller	47.0	56.3	65.5	56.3	19	19
8 Credit & Collection Manager	26.5	40.3	59.4	40.3	11	11
9 Customer Service Manager	29.2	37.8	48.8	36.5	12	15
10 Data Processing Manager	44.5	55.1	59.2	55.1	13	13
11 Employment Manager	35.7	40.9	54.3	40.9	7	7
12 Human Resources Manager	38.6	45.4	54.7	46.1	19	22
13 Marketing Manager	44.3	53.4	60.1	52.5	9	10
14 Office/Administrative Svcs Manager	21.8	29.8	36.2	25.6	10	15
15 Payroll Manager	27.8	36.7	48.9	36.7	11	11
16 Purchasing Manager	42.1	48.6	56.9	47.9	16	18
17 Records Manager	21.8	23.0	24.2	23.0	2	2
18 Sales Manager	38.7	52.3	75.0	43.2	9	41
19 Accounts Payable Supervisor	27.7	31.6	37.5	31.4	11	12
20 Computer Operations Supervisor	27.0	32.9	40.1	31.5	11	15
21 Data Entry Supervisor	24.7	27.1	29.0	27.1	3	3
22 Mailroom Supervisor	20.5	23.9	27.9	23.9	7	7

Denver, CO

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	38.4	44.9	52.0	44.9	5	5
6 Computer Operations Manager	42.0	52.6	63.0	52.6	3	3
10 Data Processing Manager	51.0	57.3	63.6	57.3	3	5
12 Human Resources Manager	35.0	39.2	41.6	39.2	7	7
13 Marketing Manager	26.0	33.5	41.0	36.0	2	3
14 Office/Administrative Svcs Manager	40.0	51.2	76.7	51.2	8	8
18 Sales Manager	38.4	59.6	87.4	59.0	3	9
19 Accounts Payable Supervisor	28.2	28.4	28.5	28.4	2	4
20 Computer Operations Supervisor	29.7	31.1	32.4	30.5	2	7

Des Moines, IA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	34.0	42.1	46.7	39.8	41	58
2 Auditing Manager	36.5	44.0	52.0	44.1	20	21
3 Branch Manager	36.2	48.0	58.4	47.2	12	78
4 Building/Facilities Manager	32.1	39.8	48.0	37.6	29	38
5 Compensation & Benefits Manager	32.0	37.2	36.0	36.0	10	12
6 Computer Operations Manager	37.3	44.6	50.3	44.7	28	29
7 Controller	41.1	55.6	66.3	55.2	36	38
8 Credit & Collection Manager	30.2	37.4	44.2	36.5	18	23
9 Customer Service Manager	25.3	35.6	40.3	36.1	18	22
10 Data Processing Manager	45.5	57.8	59.7	57.6	25	33
11 Employment Manager	28.1	35.3	42.3	34.4	18	19
12 Human Resources Manager	39.9	50.2	57.0	48.5	42	52
13 Marketing Manager	40.7	52.0	60.9	54.1	25	29
14 Office/Administrative Svcs Manager	29.7	40.3	46.3	34.2	25	42
15 Payroll Manager	25.9	31.8	39.1	32.3	24	25
16 Purchasing Manager	32.2	37.9	42.7	37.4	18	19
17 Records Manager	20.6	27.3	32.6	26.0	11	13
18 Sales Manager	44.1	51.1	56.0	51.5	17	49
19 Accounts Payable Supervisor	22.0	30.8	38.1	29.3	15	17
20 Computer Operations Supervisor	27.4	32.8	38.5	32.5	23	30
21 Data Entry Supervisor	22.3	25.5	28.4	24.8	22	28
22 Mailroom Supervisor	19.2	25.9	32.3	25.0	20	25

Detroit - Southeastern Michigan

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	45.5	57.9	58.7	57.9	11	11
4 Building/Facilities Manager	57.3	58.7	63.1	58.4	4	5
6 Computer Operations Manager	44.6	55.1	60.4	52.5	3	4
8 Credit & Collection Manager	36.0	43.7	47.7	43.6	3	3
9 Customer Service Manager	21.0	28.4	35.8	30.9	2	3
10 Data Processing Manager	53.6	54.2	57.2	53.9	5	9
11 Employment Manager	37.7	41.7	50.0	41.7	4	4
12 Human Resources Manager	38.0	41.8	47.7	41.8	6	6
13 Marketing Manager	40.7	41.6	42.6	41.3	2	3
14 Office/Administrative Svcs Manager	44.2	53.1	52.3	52.9	5	7
15 Payroll Manager	27.9	33.3	42.0	33.0	4	7
16 Purchasing Manager	33.1	41.6	49.2	41.7	9	10
18 Sales Manager	44.7	56.8	61.3	55.5	5	10
20 Computer Operations Supervisor	29.9	31.2	35.0	31.6	5	10
21 [illegible]ta Entry Supervisor	22.8	24.3	26.9	24.9	4	7
22 [illegible]ailroom Supervisor	16.9	21.1	26.5	20.4	7	11

Fort Wayne, IN

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	37.0	42.3	50.3	41.9	16	36
2 Auditing Manager	38.9	44.9	51.6	46.8	5	6
3 Branch Manager	29.7	35.2	40.8	30.8	2	21
4 Building/Facilities Manager	34.6	40.0	48.5	41.3	16	20
5 Compensation & Benefits Manager	47.5	51.0	59.2	51.0	7	7
6 Computer Operations Manager	42.0	46.2	47.4	46.2	7	7
7 Controller	43.0	58.0	70.5	55.3	18	21
8 Credit & Collection Manager	29.5	36.4	42.3	36.4	11	11
9 Customer Service Manager	33.5	39.7	51.6	34.0	8	17
10 Data Processing Manager	45.9	51.3	60.5	51.3	11	11
11 Employment Manager	26.7	37.5	42.5	38.5	9	15
12 Human Resources Manager	40.0	50.9	56.6	51.2	20	21
13 Marketing Manager	49.6	56.2	66.9	56.3	13	17
14 Office/Administrative Svcs Manager	33.5	37.7	39.9	37.4	9	10
15 Payroll Manager	27.1	32.9	45.8	32.9	12	12
16 Purchasing Manager	35.3	49.8	57.2	50.3	17	24
18 Sales Manager	47.4	54.6	63.5	52.5	9	11
19 Accounts Payable Supervisor	25.8	32.5	39.4	30.8	6	8
20 Computer Operations Supervisor	31.0	32.9	38.2	33.1	11	15
21 Data Entry Supervisor	27.0	29.8	43.5	29.8	4	4
22 Mailroom Supervisor	23.0	27.0	33.0	27.0	6	6

Grand Rapids - Western Michigan

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	38.2	44.5	47.4	45.3	21	34
2 Auditing Manager	46.2	50.5	58.0	48.8	8	14
3 Branch Manager	40.0	39.2	42.0	31.0	5	24
4 Building/Facilities Manager	32.1	37.4	42.9	37.7	12	13
5 Compensation & Benefits Manager	35.7	44.3	49.6	44.3	6	6
6 Computer Operations Manager	34.5	46.0	52.5	46.0	14	14
7 Controller	54.8	58.4	66.0	54.7	16	21
8 Credit & Collection Manager	29.8	34.7	42.5	35.0	12	14
9 Customer Service Manager	31.5	35.3	39.9	37.3	11	13
10 Data Processing Manager	43.0	49.8	58.8	49.8	16	16
11 Employment Manager	32.5	41.4	48.7	43.4	10	11
12 Human Resources Manager	45.5	52.4	60.0	52.4	16	16
13 Marketing Manager	50.2	56.4	63.0	56.4	10	10
14 Office/Administrative Svcs Manager	32.6	41.1	45.9	41.1	14	14
15 Payroll Manager	24.2	31.2	35.0	31.5	14	15
16 Purchasing Manager	40.5	47.5	52.5	49.4	14	16
17 Records Manager	24.0	38.9	74.7	38.9	4	4
18 Sales Manager	40.0	49.5	60.4	51.0	9	22
19 Accounts Payable Supervisor	19.5	26.2	33.6	25.8	12	13
20 Computer Operations Supervisor	26.0	32.0	36.0	31.0	10	17
21 Data Entry Supervisor	25.0	27.1	26.8	27.1	5	5
22 Mailroom Supervisor	19.6	26.8	35.9	26.8	7	7

Greensboro-High Point-Winston Salem, NC

	Min	Avg	Max	W/Avg	Cos	Emple
1 Accounting Manager	36.3	40.5	49.5	40.3	8	9
2 Auditing Manager	38.2	39.4	45.6	39.4	4	4
3 Branch Manager	19.8	23.3	26.8	25.9	2	8
4 Building/Facilities Manager	55.4	52.1	60.5	52.1	5	5
5 Compensation & Benefits Manager	35.6	56.2	68.0	56.2	3	3
6 Computer Operations Manager	43.2	42.6	45.8	42.6	8	8
7 Controller	47.6	55.9	66.0	60.0	7	10
8 Credit & Collection Manager	29.7	45.9	56.1	41.9	6	9
9 Customer Service Manager	28.0	34.1	44.1	35.3	3	5
10 Data Processing Manager	58.7	66.3	70.8	66.4	6	7
11 Employment Manager	28.9	31.1	32.7	31.5	3	4
12 Human Resources Manager	37.4	44.4	52.0	43.1	10	11
13 Marketing Manager	50.0	62.7	72.8	64.6	3	10
14 Office/Administrative Svcs Manager	27.0	32.0	38.0	32.0	6	6
15 Payroll Manager	25.4	31.4	38.8	31.4	8	8
16 Purchasing Manager	30.0	38.7	40.0	38.7	9	9
18 Sales Manager	40.0	64.3	78.0	67.8	3	4
19 Accounts Payable Supervisor	24.4	30.9	38.0	30.9	7	7
20 Computer Operations Supervisor	29.1	34.8	35.9	32.0	6	10
21 Data Entry Supervisor	23.8	26.5	28.0	26.7	5	6
22 Mailroom Supervisor	19.1	24.4	31.8	24.4	6	6

Greenville-Spartanburg, SC

	Min	Avg	Max	W/Avg	Cos	Emple
1 Accounting Manager	36.5	47.1	57.2	47.1	3	3
6 Computer Operations Manager	22.3	32.9	43.4	32.9	2	2
7 Controller	36.0	39.2	42.5	39.2	2	2
9 Customer Service Manager	38.4	40.9	43.4	42.4	2	5
10 Data Processing Manager	41.0	53.7	66.4	60.0	2	4
11 Employment Manager	29.4	35.5	41.6	35.5	2	2
12 Human Resources Manager	34.7	50.3	68.6	50.3	5	5
14 Office/Administrative Svcs Manager	28.3	40.2	55.6	40.2	3	3
16 Purchasing Manager	26.6	42.2	57.8	37.0	2	3
20 Computer Operations Supervisor	35.7	36.4	37.1	36.4	2	2
21 Data Entry Supervisor	20.7	38.6	56.4	38.5	2	2
22 Mailroom Supervisor	26.2	35.3	43.9	35.3	3	3

Harrisburg - Lancaster - York - Central Pennsylvania

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	32.4	40.1	44.6	41.2	55	68
2 Auditing Manager	38.9	45.8	51.0	43.5	19	28
3 Branch Manager	24.6	36.0	52.0	30.9	12	134
4 Building/Facilities Manager	28.9	37.0	43.0	37.2	43	44
5 Compensation & Benefits Manager	32.9	41.8	48.2	40.6	17	21
6 Computer Operations Manager	30.0	39.4	48.2	39.3	34	43
7 Controller	40.0	53.2	65.0	53.5	57	62
8 Credit & Collection Manager	27.5	33.3	39.5	34.3	25	28
9 Customer Service Manager	25.4	34.1	42.0	33.2	31	47
10 Data Processing Manager	38.6	49.3	59.0	43.6	41	157
11 Employment Manager	30.0	35.1	42.2	32.1	23	28
12 Human Resources Manager	35.0	45.7	56.7	45.7	57	58
13 Marketing Manager	39.7	50.3	56.3	48.8	30	55
14 Office/Administrative Svcs Manager	23.2	33.4	40.2	32.5	35	159
15 Payroll Manager	26.9	33.3	38.2	38.1	29	62
16 Purchasing Manager	32.3	41.5	49.7	42.8	38	45
17 Records Manager	23.0	29.6	36.5	35.6	5	37
18 Sales Manager	42.6	50.9	57.8	47.2	30	62
19 Accounts Payable Supervisor	19.4	27.6	31.0	27.4	22	30
20 Computer Operations Supervisor	25.5	32.2	37.0	31.2	21	74
21 Data Entry Supervisor	23.5	25.5	26.6	24.2	9	27
22 Mailroom Supervisor	19.2	23.8	28.5	22.8	15	156

Hartford, CT

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	48.1	49.7	51.8	49.7	5	5
2 Auditing Manager	60.8	61.9	62.9	61.9	2	2
4 Building/Facilities Manager	40.3	42.6	45.0	42.6	2	2
5 Compensation & Benefits Manager	58.8	59.6	60.0	59.6	3	3
6 Computer Operations Manager	52.6	55.1	58.8	55.1	4	4
7 Controller	61.0	77.8	95.0	77.8	4	4
8 Credit & Collection Manager	42.2	51.6	61.0	51.6	2	2
9 Customer Service Manager	44.0	47.0	50.0	47.0	2	2
10 Data Processing Manager	42.0	59.1	76.2	59.1	2	2
11 Employment Manager	49.4	53.9	56.2	53.9	3	3
12 Human Resources Manager	60.0	58.1	75.9	58.1	4	4
13 Marketing Manager	54.0	69.6	89.7	69.6	3	3
15 Payroll Manager	40.9	44.5	48.0	44.5	2	2
16 Purchasing Manager	41.5	41.5	41.5	41.5	2	2

Houston, TX

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	48.3	53.1	62.2	51.2	11	18
2 Auditing Manager	41.4	44.6	51.6	44.6	4	5
3 Branch Manager	25.0	45.2	55.5	45.2	3	3
4 Building/Facilities Manager	38.2	43.9	53.5	41.5	8	17
6 Computer Operations Manager	42.5	42.9	47.5	42.7	4	6
7 Controller	40.9	58.3	84.0	49.6	3	6
8 Credit & Collection Manager	31.3	36.2	41.2	33.7	5	19
9 Customer Service Manager	37.9	50.4	49.9	48.5	7	9
10 Data Processing Manager	50.5	53.1	59.6	53.7	9	14
11 Employment Manager	40.6	43.1	46.8	42.3	6	9
12 Human Resources Manager	38.0	51.9	56.8	52.5	15	23
13 Marketing Manager	57.6	62.5	70.0	62.2	3	8
14 Office/Administrative Svcs Manager	29.1	35.7	41.8	35.6	16	24
15 Payroll Manager	26.8	34.1	41.7	34.7	11	16
16 Purchasing Manager	34.5	37.4	41.6	38.2	9	13
18 Sales Manager	36.0	46.7	57.2	48.0	9	18
19 Accounts Payable Supervisor	24.5	32.7	39.5	32.6	11	15
20 Computer Operations Supervisor	33.1	35.9	37.9	36.1	6	8
21 Data Entry Supervisor	26.5	26.7	27.6	26.6	4	5
22 Mailroom Supervisor	22.4	22.7	23.3	22.6	3	4

Indianapolis, IN

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	33.0	37.2	45.5	38.5	11	13
2 Auditing Manager	34.7	40.4	48.7	39.8	6	10
3 Branch Manager	29.0	29.8	30.2	29.5	3	24
4 Building/Facilities Manager	30.0	35.2	37.0	35.0	10	14
6 Computer Operations Manager	28.3	46.8	56.1	45.1	10	11
7 Controller	42.0	50.3	63.0	50.3	8	8
9 Customer Service Manager	32.0	35.2	38.5	35.2	2	2
10 Data Processing Manager	33.0	46.0	55.0	46.0	9	9
11 Employment Manager	27.5	35.2	59.7	35.2	4	4
12 Human Resources Manager	37.8	42.9	47.2	42.9	11	11
13 Marketing Manager	39.4	48.0	53.0	48.0	7	7
14 Office/Administrative Svcs Manager	15.0	29.9	42.2	29.9	7	7
15 Payroll Manager	24.5	30.0	34.0	30.0	9	9
16 Purchasing Manager	37.2	39.5	43.6	39.5	5	5
17 Records Manager	28.0	28.6	35.8	28.6	4	4
20 Computer Operations Supervisor	24.8	29.9	30.0	26.8	5	12
21 Data Entry Supervisor	15.9	20.9	29.3	19.6	3	4
22 Mailroom Supervisor	21.1	23.8	28.1	23.8	8	8

Kansas City, MO-KS

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	31.7	42.0	45.3	40.3	15	31
2 Auditing Manager	40.1	44.6	48.9	44.2	7	8
4 Building/Facilities Manager	35.0	42.1	46.2	42.8	17	18
5 Compensation & Benefits Manager	38.4	47.3	58.2	47.3	6	6
6 Computer Operations Manager	42.3	44.9	51.4	46.0	12	13
7 Controller	52.5	65.8	86.4	65.8	13	13
8 Credit & Collection Manager	28.6	41.0	46.3	41.5	7	8
9 Customer Service Manager	26.0	39.8	35.0	39.8	6	6
10 Data Processing Manager	42.0	55.1	62.0	55.1	6	6
11 Employment Manager	28.5	34.5	43.2	36.4	7	9
12 Human Resources Manager	29.5	47.8	59.6	46.0	10	11
13 Marketing Manager	35.9	55.6	66.6	55.9	9	12
14 Office/Administrative Svcs Manager	27.6	35.5	41.1	31.1	11	29
15 Payroll Manager	28.6	33.3	35.5	33.0	11	12
16 Purchasing Manager	38.5	41.8	46.2	42.1	12	13
17 Records Manager	28.9	29.4	32.6	29.4	4	4
18 Sales Manager	49.1	57.9	61.3	55.3	5	9
19 Accounts Payable Supervisor	28.4	30.7	35.4	26.3	8	17
20 Computer Operations Supervisor	34.9	39.1	47.9	39.7	8	11
21 Data Entry Supervisor	22.8	28.4	42.3	27.0	4	7
22 Mailroom Supervisor	21.4	29.0	35.5	28.3	10	11

Lincoln, NE

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	33.3	42.4	52.0	43.2	15	16
2 Auditing Manager	33.0	43.2	47.5	47.2	6	8
3 Branch Manager	29.3	32.4	36.6	24.9	5	31
4 Building/Facilities Manager	26.8	31.4	34.3	31.0	14	16
5 Compensation & Benefits Manager	32.4	37.6	44.0	37.6	3	3
6 Computer Operations Manager	35.0	38.8	42.5	38.8	11	11
7 Controller	35.8	50.9	73.4	50.9	12	12
8 Credit & Collection Manager	25.0	31.1	38.0	31.1	7	7
9 Customer Service Manager	20.0	34.3	42.4	35.3	7	8
10 Data Processing Manager	32.8	51.0	50.7	51.0	13	13
11 Employment Manager	21.0	25.3	43.0	24.5	4	5
12 Human Resources Manager	32.0	40.8	52.6	40.7	22	23
13 Marketing Manager	40.8	52.4	73.9	52.2	12	13
14 Office/Administrative Svcs Manager	25.8	37.5	46.5	37.5	10	10
15 Payroll Manager	24.0	31.8	37.6	31.8	10	10
16 Purchasing Manager	24.9	32.7	40.8	32.7	12	13
17 Records Manager	28.9	32.2	35.4	32.1	2	2
18 Sales Manager	28.0	44.4	58.9	50.8	9	15
19 Accounts Payable Supervisor	18.3	23.8	30.3	23.8	6	6
20 Computer Operations Supervisor	21.3	25.5	31.0	24.7	7	9
21 Data Entry Supervisor	17.5	19.9	27.7	19.8	4	5
22 Mailroom Supervisor	21.9	26.1	35.4	26.1	6	6

Little Rock, AR

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	40.0	51.2	71.0	55.2	7	8
2 Auditing Manager	42.4	49.5	56.0	49.5	3	3
3 Branch Manager	24.8	26.5	35.6	25.1	4	39
4 Building/Facilities Manager	28.0	43.2	54.0	43.2	6	6
5 Compensation & Benefits Manager	35.0	37.5	40.0	37.5	2	2
6 Computer Operations Manager	28.0	40.7	52.3	40.7	5	5
7 Controller	49.0	64.1	66.1	64.1	10	10
8 Credit & Collection Manager	26.6	29.5	38.9	29.5	4	4
9 Customer Service Manager	19.6	22.5	27.8	22.5	3	3
10 Data Processing Manager	29.9	52.3	66.0	52.2	7	7
11 Employment Manager	20.7	28.4	36.0	28.4	3	3
12 Human Resources Manager	34.0	47.8	56.0	47.8	10	10
13 Marketing Manager	29.9	42.7	60.8	42.6	7	7
14 Office/Administrative Svcs Manager	22.6	30.4	40.1	30.4	4	4
15 Payroll Manager	18.4	25.8	34.3	25.8	3	3
16 Purchasing Manager	31.9	41.1	46.0	41.1	5	5
17 Records Manager	17.4	18.8	20.3	18.8	2	2
19 Accounts Payable Supervisor	27.5	28.6	29.7	28.6	2	2
20 Computer Operations Supervisor	17.7	25.9	34.1	25.9	2	2

Greater Los Angeles Metropolitan Area

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	41.6	50.1	61.8	49.9	26	42
2 Auditing Manager	43.1	62.6	84.0	62.6	6	6
3 Branch Manager	43.1	51.8	57.4	41.1	6	15
4 Building/Facilities Manager	38.2	46.2	50.4	46.2	15	15
5 Compensation & Benefits Manager	44.0	48.7	53.6	48.7	6	6
6 Computer Operations Manager	41.0	51.8	63.8	51.0	12	14
7 Controller	54.5	69.8	79.0	69.2	21	28
8 Credit & Collection Manager	36.4	40.8	44.6	41.1	12	15
9 Customer Service Manager	32.6	40.3	47.0	39.1	8	12
10 Data Processing Manager	51.9	59.3	68.0	59.1	17	18
11 Employment Manager	36.5	44.8	50.0	44.8	11	11
12 Human Resources Manager	43.9	59.5	67.0	60.3	23	24
13 Marketing Manager	49.6	60.7	72.8	65.3	12	19
14 Office/Administrative Svcs Manager	35.7	42.5	46.2	42.5	18	18
15 Payroll Manager	36.3	39.9	42.0	39.9	17	17
16 Purchasing Manager	40.4	49.1	55.0	48.1	19	23
17 Records Manager	30.6	31.4	32.2	31.4	2	2
18 Sales Manager	43.1	62.2	75.0	56.8	13	32
19 Accounts Payable Supervisor	26.7	31.3	34.2	30.6	21	24
20 Computer Operations Supervisor	33.9	39.5	42.0	39.2	13	22
21 Data Entry Supervisor	25.3	27.7	29.0	26.7	11	19
22 Mailroom Supervisor	26.4	28.2	32.0	28.2	12	12

Louisville, KY

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	33.7	42.7	52.3	42.7	7	7
2 Auditing Manager	48.0	51.5	53.0	51.5	5	5
3 Branch Manager	41.5	53.2	65.0	44.4	2	8
4 Building/Facilities Manager	33.0	43.9	52.0	43.9	8	8
5 Compensation & Benefits Manager	30.0	53.2	76.4	53.2	2	2
6 Computer Operations Manager	40.6	45.2	52.8	45.2	8	8
7 Controller	45.8	67.4	86.1	67.4	6	6
8 Credit & Collection Manager	36.2	38.7	40.0	38.8	6	7
9 Customer Service Manager	31.0	44.5	59.3	44.5	7	7
10 Data Processing Manager	48.5	55.8	57.5	55.8	6	6
11 Employment Manager	44.7	55.3	89.9	55.2	4	4
12 Human Resources Manager	37.3	51.8	57.9	51.8	6	6
13 Marketing Manager	30.5	55.8	74.7	49.5	11	18
14 Office/Administrative Svcs Manager	30.5	39.9	52.0	39.9	7	7
15 Payroll Manager	29.5	42.0	58.0	42.0	7	7
16 Purchasing Manager	23.8	44.6	54.6	44.5	6	6
17 Records Manager	23.1	31.1	39.0	31.1	2	2
18 Sales Manager	31.8	56.5	83.0	63.0	6	17
19 Accounts Payable Supervisor	35.3	47.0	82.5	47.0	4	4
20 Computer Operations Supervisor	31.0	31.1	36.8	31.4	6	7
22 Mailroom Supervisor	25.4	28.4	29.6	28.4	5	5

Madison, WI

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	33.9	38.7	44.1	39.0	9	13
2 Auditing Manager	42.4	46.0	49.6	46.0	3	3
3 Branch Manager	25.7	44.5	72.9	32.7	3	8
4 Building/Facilities Manager	29.9	39.7	49.7	39.6	8	8
6 Computer Operations Manager	32.9	38.4	45.0	38.2	7	9
7 Controller	49.8	53.0	69.8	52.7	4	6
8 Credit & Collection Manager	41.7	44.6	48.3	44.6	3	3
9 Customer Service Manager	27.3	35.5	42.0	35.5	6	14
10 Data Processing Manager	44.1	50.3	76.7	45.4	4	7
11 Employment Manager	32.1	35.2	40.5	35.2	4	4
12 Human Resources Manager	40.1	43.5	46.9	43.5	5	5
13 Marketing Manager	32.6	46.3	64.1	45.2	8	10
14 Office/Administrative Svcs Manager	20.0	31.6	40.9	32.4	10	11
15 Payroll Manager	35.7	36.2	36.9	36.2	3	3
16 Purchasing Manager	27.5	35.3	44.0	35.3	3	3
17 Records Manager	27.7	32.4	38.7	32.4	3	3
18 Sales Manager	36.8	54.5	66.8	54.5	3	3
20 Computer Operations Supervisor	23.1	27.3	32.4	27.4	3	3
21 Data Entry Supervisor	21.0	26.3	33.3	26.3	3	3
22 Mailroom Supervisor	21.6	24.6	27.5	24.7	6	7

Miami - Ft. Lauderdale, FL

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	45.3	49.0	[illegible]	49.0	5	5
2 Auditing Manager	51.0	64.8	78.6	64.8	2	2
4 Building/Facilities Manager	55.6	53.5	57.4	54.4	4	7
5 Compensation & Benefits Manager	39.1	46.3	48.5	45.8	6	7
6 Computer Operations Manager	46.0	49.4	53.0	49.4	6	6
7 Controller	72.5	83.9	104	83.9	6	6
8 Credit & Collection Manager	41.6	49.7	62.0	48.6	3	4
9 Customer Service Manager	34.0	37.0	42.7	40.2	3	7
10 Data Processing Manager	53.0	73.2	92.8	73.3	6	6
11 Employment Manager	35.0	44.6	48.0	44.6	7	7
12 Human Resources Manager	51.6	62.0	72.3	55.8	2	5
13 Marketing Manager	44.5	54.4	60.0	54.4	5	5
14 Office/Administrative Svcs Manager	25.1	32.6	40.1	26.0	2	18
15 Payroll Manager	31.5	39.0	47.0	39.0	6	6
16 Purchasing Manager	41.4	43.3	45.9	43.8	6	7
17 Records Manager	15.1	22.7	30.2	22.7	2	2
18 Sales Manager	35.1	43.7	52.3	44.5	2	11
19 Accounts Payable Supervisor	23.8	26.6	31.1	26.6	3	3
20 Computer Operations Supervisor	37.4	39.3	49.2	31.1	4	24
21 Data Entry Supervisor	28.4	30.6	32.8	28.9	2	9
22 Mailroom Supervisor	25.6	28.4	31.3	28.4	2	2

Milwaukee, WI

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	37.9	40.1	45.6	41.3	12	29
2 Auditing Manager	48.8	59.5	74.5	66.8	4	19
3 Branch Manager	25.8	36.2	46.7	41.2	2	19
4 Building/Facilities Manager	35.7	41.2	43.0	39.7	8	9
5 Compensation & Benefits Manager	43.0	44.8	47.8	44.8	3	3
6 Computer Operations Manager	51.4	55.5	60.0	55.4	6	6
7 Controller	58.6	64.0	75.4	61.3	7	14
8 Credit & Collection Manager	34.8	38.4	48.3	38.5	6	10
9 Customer Service Manager	20.0	37.4	47.5	38.7	7	8
10 Data Processing Manager	38.5	47.4	54.2	47.4	7	7
11 Employment Manager	41.8	47.1	47.9	47.1	5	5
12 Human Resources Manager	33.9	46.2	58.0	46.4	10	12
13 Marketing Manager	23.3	45.4	65.0	45.6	7	20
14 Office/Administrative Svcs Manager	27.9	40.0	50.3	40.0	5	5
15 Payroll Manager	31.3	40.0	45.6	40.0	5	5
16 Purchasing Manager	37.3	48.6	62.4	51.8	7	13
17 Records Manager	26.6	30.8	35.0	30.8	2	2
18 Sales Manager	26.5	44.2	57.4	29.3	5	94
19 Accounts Payable Supervisor	27.9	34.1	37.8	34.1	6	6
20 Computer Operations Supervisor	27.5	36.3	46.9	38.7	8	12
21 Data Entry Supervisor	18.5	24.9	35.6	26.2	4	6
22 Mailroom Supervisor	22.3	26.5	27.6	26.3	9	11

Minneapolis-St. Paul - Southern Minnesota

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	38.3	46.8	54.0	45.1	24	35
2 Auditing Manager	33.4	48.8	55.7	48.8	7	7
3 Branch Manager	40.2	72.6	105	46.1	2	11
4 Building/Facilities Manager	31.2	37.0	47.6	37.0	12	12
5 Compensation & Benefits Manager	37.8	46.1	55.5	45.8	3	4
6 Computer Operations Manager	32.0	43.8	56.7	43.8	11	11
7 Controller	43.0	55.5	71.0	55.5	6	6
8 Credit & Collection Manager	33.0	38.2	41.5	40.2	14	18
9 Customer Service Manager	30.0	36.7	41.7	37.1	16	18
10 Data Processing Manager	45.2	52.3	56.8	52.3	15	15
11 Employment Manager	29.2	35.5	43.0	35.5	9	9
12 Human Resources Manager	37.0	43.6	49.9	43.0	21	23
13 Marketing Manager	50.0	55.1	65.5	54.4	16	25
14 Office/Administrative Svcs Manager	28.0	33.7	42.5	33.4	24	25
15 Payroll Manager	31.0	35.1	40.8	35.1	11	11
16 Purchasing Manager	34.2	43.4	50.2	42.6	11	12
18 Sales Manager	37.9	49.5	62.5	46.2	8	13
19 Accounts Payable Supervisor	23.2	28.4	30.1	29.4	14	18
20 Computer Operations Supervisor	28.6	34.2	38.5	34.0	10	16
21 Data Entry Supervisor	23.0	27.8	34.1	27.8	7	7
22 Mailroom Supervisor	21.3	25.2	27.5	25.2	6	6

New Orleans, LA

	Min	Avg	Max	W/Avg	Cos	Empls
2 Auditing Manager	41.5	43.4	45.2	43.4	2	2
3 Branch Manager	29.4	46.2	55.0	42.0	3	4
8 Credit & Collection Manager	20.0	29.6	39.2	29.6	2	2
12 Human Resources Manager	28.0	35.8	43.6	35.8	2	2
13 Marketing Manager	58.8	55.8	63.5	55.8	4	4
14 Office/Administrative Svcs Manager	28.0	36.0	45.0	36.0	6	6
22 Mailroom Supervisor	21.5	27.5	33.4	27.4	2	2

New York City Metropolitan Area - Westchester - Long Island, NY

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	42.0	48.0	54.2	49.9	61	84
2 Auditing Manager	40.4	51.1	65.4	48.7	22	38
3 Branch Manager	40.6	60.3	60.3	44.6	11	52
4 Building/Facilities Manager	37.1	45.7	52.8	46.4	40	46
5 Compensation & Benefits Manager	40.0	51.2	63.7	51.2	14	14
6 Computer Operations Manager	46.3	53.7	62.0	53.1	39	41
7 Controller	62.4	72.4	82.3	72.1	41	43
8 Credit & Collection Manager	33.8	44.9	52.9	44.6	30	39
9 Customer Service Manager	31.0	40.6	46.3	44.6	28	33
10 Data Processing Manager	50.0	71.3	84.4	69.3	41	45
11 Employment Manager	35.6	45.2	50.0	45.8	30	34
12 Human Resources Manager	43.9	57.7	70.4	58.0	51	59
13 Marketing Manager	44.8	60.8	70.0	66.7	33	61
14 Office/Administrative Svcs Manager	33.4	41.7	49.3	28.0	40	164
15 Payroll Manager	32.0	40.1	48.8	40.3	38	39
16 Purchasing Manager	45.6	49.4	55.0	48.3	40	49
17 Records Manager	30.0	34.8	40.6	34.8	10	10
18 Sales Manager	47.9	54.6	59.0	64.4	17	55
19 Accounts Payable Supervisor	27.5	33.0	36.0	32.9	40	45
20 Computer Operations Supervisor	33.4	36.6	40.0	36.9	31	42
21 Data Entry Supervisor	25.2	29.6	32.2	29.3	22	26
22 Mailroom Supervisor	24.8	28.1	30.5	28.5	36	39

Newark - Northern New Jersey

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	47.3	51.6	58.5	51.2	15	23
2 Auditing Manager	47.5	50.0	50.0	43.7	6	19
3 Branch Manager	56.3	55.0	60.3	53.0	4	5
4 Building/Facilities Manager	37.1	45.0	48.7	45.0	10	10
5 Compensation & Benefits Manager	40.0	47.9	64.5	47.9	4	4
6 Computer Operations Manager	46.9	51.2	63.1	49.1	8	10
7 Controller	62.7	73.7	85.0	72.5	11	13
8 Credit & Collection Manager	40.2	50.8	58.0	50.7	7	7
9 Customer Service Manager	32.0	42.6	46.3	43.2	6	7
10 Data Processing Manager	40.8	69.8	97.0	64.1	11	15
11 Employment Manager	35.0	44.2	54.5	45.9	11	15
12 Human Resources Manager	47.0	57.1	70.0	59.7	14	16
13 Marketing Manager	50.3	62.4	60.5	62.4	9	9
14 Office/Administrative Svcs Manager	36.0	39.9	49.3	39.9	7	7
15 Payroll Manager	32.5	36.8	40.0	37.8	10	11
16 Purchasing Manager	41.0	46.5	55.0	46.5	10	10
17 Records Manager	32.1	37.6	46.5	37.5	3	3
18 Sales Manager	54.6	55.5	56.4	55.5	[illegible]	4
19 Accounts Payable Supervisor	29.2	33.9	36.0	33.9	10	12
20 Computer Operations Supervisor	33.4	34.8	35.0	34.6	5	10
21 Data Entry Supervisor	25.0	29.9	35.2	29.3	7	9
22 Mailroom Supervisor	24.3	27.1	29.1	27.3	9	10

Norfolk - Hampton Roads - Virginia Beach, VA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	32.6	39.9	46.6	39.8	16	21
2 Auditing Manager	41.3	44.5	50.0	48.3	5	7
3 Branch Manager	26.2	26.9	27.5	26.7	2	28
4 Building/Facilities Manager	39.7	42.4	49.4	42.4	8	8
5 Compensation & Benefits Manager	40.0	52.0	81.3	51.9	4	4
6 Computer Operations Manager	27.1	35.5	42.5	35.5	3	3
7 Controller	43.5	54.7	61.5	53.5	10	11
8 Credit & Collection Manager	35.1	43.5	54.0	43.5	6	6
9 Customer Service Manager	26.5	31.8	47.3	31.8	4	4
10 Data Processing Manager	38.5	56.2	65.0	56.2	7	7
11 Employment Manager	33.3	46.0	49.1	46.0	7	7
12 Human Resources Manager	34.1	49.4	59.0	49.4	14	14
13 Marketing Manager	35.8	51.5	58.0	51.5	10	10
14 Office/Administrative Svcs Manager	29.5	34.9	42.0	34.9	4	4
15 Payroll Manager	25.4	34.2	36.4	34.2	3	8
16 Purchasing Manager	37.4	45.5	56.2	49.0	12	18
17 Records Manager	18.0	25.3	32.6	25.3	2	2
18 Sales Manager	42.1	49.8	55.6	46.0	6	9
19 Accounts Payable Supervisor	22.6	28.9	36.4	28.9	8	8
20 Computer Operations Supervisor	25.5	27.6	28.2	27.6	6	7
21 Data Entry Supervisor	24.0	25.6	27.3	25.6	2	2
22 Mailroom Supervisor	16.0	21.2	24.1	21.2	7	7

Oklahoma City, OK

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	39.3	43.4	49.9	43.5	5	10
2 Auditing Manager	30.9	43.1	57.0	32.2	3	28
3 Branch Manager	23.4	46.1	86.0	27.5	3	18
4 Building/Facilities Manager	25.1	31.3	34.2	26.0	6	40
5 Compensation & Benefits Manager	35.6	50.4	70.0	40.0	3	10
6 Computer Operations Manager	35.7	40.4	43.6	36.4	5	47
7 Controller	40.5	64.7	77.0	51.1	9	31
8 Credit & Collection Manager	28.0	32.5	38.2	32.5	5	5
9 Customer Service Manager	23.0	39.6	45.0	39.6	6	6
10 Data Processing Manager	40.1	61.2	72.0	45.0	8	34
11 Employment Manager	29.6	34.3	38.9	30.6	2	9
12 Human Resources Manager	34.8	50.8	65.5	42.9	9	18
13 Marketing Manager	40.0	56.6	65.4	56.8	6	9
14 Office/Administrative Svcs Manager	24.8	34.4	43.8	27.2	5	20
15 Payroll Manager	31.4	39.2	49.9	39.2	4	4
16 Purchasing Manager	34.0	36.5	40.0	36.5	5	5
18 Sales Manager	54.5	53.6	70.0	53.6	4	4
19 Accounts Payable Supervisor	19.3	27.9	39.0	27.9	3	3
20 Computer Operations Supervisor	32.0	36.2	47.6	31.1	4	10
21 Data Entry Supervisor	20.1	22.4	24.7	20.3	2	27
22 Mailroom Supervisor	18.2	19.8	21.4	21.4	4	328

Omaha, NE

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	36.0	42.5	48.0	43.2	12	14
2 Auditing Manager	38.4	44.0	49.6	42.2	2	3
3 Branch Manager	25.0	26.2	27.6	27.3	3	37
4 Building/Facilities Manager	30.0	34.0	35.5	34.0	9	9
5 Compensation & Benefits Manager	42.5	48.8	55.0	48.8	2	2
6 Computer Operations Manager	38.5	41.6	50.2	37.7	8	10
7 Controller	58	62.0	64.0	61.9	9	10
8 Credit & Collection Manager	20.[illegible]	30.7	35.7	24.5	5	12
9 Customer Service Manager	21.5	28.7	34.0	26.6	6	22
10 Data Processing Manager	51.6	50.4	60.0	50.4	4	4
11 Employment Manager	37.0	39.9	45.5	39.9	6	6
12 Human Resources Manager	36.7	45.3	47.5	44.4	8	9
13 Marketing Manager	30.9	44.8	60.6	39.6	6	9
14 Office/Administrative Svcs Manager	24.0	28.5	34.8	25.7	5	7
15 Payroll Manager	27.6	31.5	38.9	31.5	8	8
16 Purchasing Manager	34.7	38.7	45.0	38.7	4	4
18 Sales Manager	38.2	52.5	48.0	39.0	6	21
19 Accounts Payable Supervisor	26.1	30.4	36.2	30.4	6	6
20 Computer Operations Supervisor	30.0	31.1	34.1	31.1	5	5
21 Data Entry Supervisor	19.7	23.2	37.7	23.2	4	4
22 Mailroom Supervisor	20.4	23.5	24.5	23.5	8	8

Orlando - Tampa Bay - Central Florida

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	38.8	44.8	62.6	48.1	9	29
2 Auditing Manager	44.7	50.1	65.1	43.3	5	9
3 Branch Manager	34.5	43.0	51.6	48.2	2	10
4 Building/Facilities Manager	30.0	38.6	65.1	35.8	9	18
5 Compensation & Benefits Manager	32.0	41.7	48.2	41.7	3	3
6 Computer Operations Manager	40.5	44.5	50.9	42.1	11	19
7 Controller	61.8	66.8	75.9	66.8	7	7
8 Credit & Collection Manager	26.4	39.9	41.4	40.9	3	9
9 Customer Service Manager	39.2	42.3	46.6	40.7	4	11
10 Data Processing Manager	47.4	56.6	68.9	52.8	10	18
11 Employment Manager	39.1	43.3	56.1	48.4	6	10
12 Human Resources Manager	44.3	47.3	57.7	51.1	10	16
13 Marketing Manager	51.8	54.4	77.2	71.9	4	17
14 Office/Administrative Svcs Manager	35.3	43.4	49.5	42.0	4	8
15 Payroll Manager	27.4	31.4	38.5	30.5	6	11
16 Purchasing Manager	40.6	47.5	53.0	52.7	7	19
19 Accounts Payable Supervisor	20.5	25.0	28.8	27.4	7	13
20 Computer Operations Supervisor	26.8	35.6	73.6	32.1	6	10
21 Data Entry Supervisor	17.8	[illegible]	22.4	18.9	5	7
22 Mailroom Supervisor	17.2	[illegible]	30.5	28.9	6	10

Philadelphia - Delaware Valley - Wilmington - Trenton, PA-DE-NJ

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	36.7	41.9	48.8	44.2	32	44
2 Auditing Manager	41.8	44.8	54.2	47.0	12	15
3 Branch Manager	33.2	50.7	67.0	37.6	9	138
4 Building/Facilities Manager	39.0	46.7	52.2	46.0	25	30
5 Compensation & Benefits Manager	34.7	43.4	49.5	43.1	13	14
6 Computer Operations Manager	40.0	46.4	55.1	48.0	18	31
7 Controller	47.8	60.8	70.0	61.0	35	40
8 Credit & Collection Manager	31.1	37.7	43.8	38.0	18	19
9 Customer Service Manager	28.4	36.5	43.8	36.5	26	34
10 Data Processing Manager	45.8	55.6	61.0	55.0	22	32
11 Employment Manager	27.6	36.5	49.0	35.2	12	13
12 Human Resources Manager	38.2	46.5	52.7	45.6	35	44
13 Marketing Manager	44.0	57.6	71.9	57.5	22	33
14 Office/Administrative Svcs Manager	28.0	33.7	39.2	33.7	17	17
15 Payroll Manager	26.0	33.1	39.2	33.0	25	27
16 Purchasing Manager	36.0	42.4	46.3	42.3	27	29
17 Records Manager	22.9	31.1	40.2	31.1	6	6
18 Sales Manager	40.8	56.3	60.0	55.9	19	66
19 Accounts Payable Supervisor	24.2	30.2	36.7	29.7	25	29
20 Computer Operations Supervisor	29.6	34.9	41.1	34.1	17	26
21 Data Entry Supervisor	26.0	28.2	34.5	28.3	12	13
22 Mailroom Supervisor	18.7	24.5	28.4	24.1	18	48

Phoenix-Scottsdale, AZ

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	38.3	42.9	50.5	43.6	13	16
2 Auditing Manager	33.6	45.7	54.1	44.1	9	12
3 Branch Manager	30.0	51.7	99.0	55.3	4	28
4 Building/Facilities Manager	23.6	35.5	56.6	35.5	4	4
5 Compensation & Benefits Manager	25.4	36.6	59.0	36.6	3	3
6 Computer Operations Manager	37.8	44.3	52.3	44.3	8	8
7 Controller	56.9	74.6	79.3	75.2	14	16
8 Credit & Collection Manager	25.0	27.6	29.3	24.6	7	24
9 Customer Service Manager	28.7	34.7	42.8	34.1	7	13
10 Data Processing Manager	54.2	60.2	83.6	60.2	5	5
11 Employment Manager	28.0	39.8	68.2	39.8	4	4
12 Human Resources Manager	25.9	41.1	50.0	41.1	11	11
13 Marketing Manager	36.7	56.7	90.0	52.7	8	10
14 Office/Administrative Svcs Manager	18.2	25.9	35.5	25.9	6	6
15 Payroll Manager	20.6	28.4	31.2	28.4	7	7
16 Purchasing Manager	38.8	41.3	55.9	42.0	8	10
17 Records Manager	31.8	32.6	33.5	32.6	2	2
18 Sales Manager	39.5	53.4	71.0	44.2	11	24
19 Accounts Payable Supervisor	22.2	24.5	28.0	24.5	5	5
20 Computer Operations Supervisor	23.7	27.7	31.7	30.4	2	6
22 Mailroom Supervisor	19.0	19.3	19.8	19.2	3	3

Pittsburgh, PA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	31.2	42.3	55.5	42.3	14	14
2 Auditing Manager	41.7	45.0	53.0	33.5	7	13
4 Building/Facilities Manager	31.2	39.6	46.2	39.6	9	9
5 Compensation & Benefits Manager	46.0	48.8	51.6	48.8	2	2
6 Computer Operations Manager	31.5	39.2	50.0	39.2	4	4
7 Controller	41.8	49.7	50.0	49.7	9	9
8 Credit & Collection Manager	26.5	36.3	46.2	36.3	8	8
9 Customer Service Manager	25.8	34.0	39.6	32.7	7	8
10 Data Processing Manager	38.0	47.4	58.1	47.4	12	12
11 Employment Manager	30.6	35.6	40.0	35.6	8	8
12 Human Resources Manager	39.8	50.3	55.6	50.3	14	14
13 Marketing Manager	40.1	48.3	64.0	51.6	9	19
14 Office/Administrative Svcs Manager	28.8	34.5	40.1	33.7	6	7
15 Payroll Manager	30.0	32.7	35.0	32.7	9	9
16 Purchasing Manager	40.0	46.6	50.0	46.6	12	12
17 Records Manager	22.0	29.1	35.2	29.1	3	3
18 Sales Manager	36.0	48.4	57.8	50.3	12	15
19 Accounts Payable Supervisor	24.2	31.4	39.6	31.4	8	8
20 Computer Operations Supervisor	29.7	32.3	39.2	32.3	6	6
22 Mailroom Supervisor	29.7	29.3	33.2	29.3	4	4

Portland - Salem, OR

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	30.0	36.8	44.3	36.8	17	20
2 Auditing Manager	32.6	49.6	63.0	49.6	2	2
3 Branch Manager	30.0	44.5	55.2	33.2	4	12
4 Building/Facilities Manager	28.8	40.1	58.5	41.7	8	10
5 Compensation & Benefits Manager	45.8	48.9	53.7	48.9	4	4
6 Computer Operations Manager	30.6	43.9	55.0	43.9	7	7
7 Controller	51.7	57.4	67.0	57.4	8	8
8 Credit & Collection Manager	24.3	33.0	40.0	34.3	9	11
9 Customer Service Manager	26.0	33.2	38.7	33.1	8	13
10 Data Processing Manager	45.0	46.1	54.7	46.1	13	13
11 Employment Manager	26.4	29.2	34.0	29.2	4	4
12 Human Resources Manager	40.8	42.6	54.9	43.9	17	19
13 Marketing Manager	44.9	53.8	57.0	53.8	9	9
14 Office/Administrative Svcs Manager	24.4	29.3	37.5	29.3	9	9
15 Payroll Manager	24.9	28.8	34.2	28.8	5	5
16 Purchasing Manager	39.6	44.8	50.6	43.5	6	8
17 Records Manager	33.5	47.5	52.5	47.5	5	5
18 Sales Manager	49.3	52.7	60.0	52.7	9	9
19 Accounts Payable Supervisor	25.2	27.7	31.0	27.7	9	9
20 Computer Operations Supervisor	30.0	37.3	46.3	37.3	5	5
21 Data Entry Supervisor	22.5	24.0	28.0	24.0	5	5
22 Mailroom Supervisor	22.8	24.8	25.8	24.8	3	3

Raleigh - Durham - Research Triangle, NC

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	30.1	34.5	43.1	33.3	5	7
2 Auditing Manager	35.8	39.6	43.5	39.6	2	2
3 Branch Manager	27.5	28.5	29.5	27.8	2	16
4 Building/Facilities Manager	40.0	40.7	52.4	40.7	4	4
6 Computer Operations Manager	28.1	39.5	56.5	39.5	3	3
7 Controller	44.6	49.8	71.4	49.8	4	4
9 Customer Service Manager	35.0	40.8	50.0	40.0	3	4
10 Data Processing Manager	41.2	43.6	46.0	43.7	3	11
12 Human Resources Manager	33.6	36.1	40.0	36.1	3	3
15 Payroll Manager	20.7	23.5	26.2	23.5	2	2
18 Sales Manager	38.6	43.8	49.0	41.2	2	4
20 Computer Operations Supervisor	28.8	28.9	29.1	28.9	2	4
22 Mailroom Supervisor	17.1	24.4	31.7	24.4	2	2

Reading, PA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	25.5	34.9	42.8	37.8	10	14
2 Auditing Manager	33.5	48.4	70.0	48.4	3	3
4 Building/Facilities Manager	36.0	39.5	46.9	38.7	6	8
6 Computer Operations Manager	25.0	34.7	41.0	34.7	3	3
7 Controller	41.6	49.6	61.0	49.6	8	8
8 Credit & Collection Manager	29.7	35.4	43.0	35.4	8	8
9 Customer Service Manager	28.6	37.4	46.3	35.6	6	7
10 Data Processing Manager	35.3	43.2	51.1	43.2	7	7
11 Employment Manager	30.7	33.9	36.9	33.9	3	3
12 Human Resources Manager	31.5	40.7	50.0	39.2	9	11
13 Marketing Manager	32.0	50.3	67.1	50.3	5	5
14 Office/Administrative Svcs Manager	25.5	28.9	31.1	28.9	6	6
15 Payroll Manager	25.0	27.9	31.0	27.9	5	5
16 Purchasing Manager	46.0	47.1	54.0	47.1	6	6
18 Sales Manager	55.0	58.6	69.8	57.2	5	8
19 Accounts Payable Supervisor	25.0	28.8	36.7	28.8	5	5
20 Computer Operations Supervisor	21.2	25.0	22.0	25.0	5	5
21 Data Entry Supervisor	20.9	28.2	35.6	28.3	2	2
22 Mailroom Supervisor	25.1	26.4	27.8	26.4	2	2

Richmond, VA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	37.1	45.0	50.4	46.5	16	23
2 Auditing Manager	39.7	41.9	50.0	42.2	4	7
3 Branch Manager	35.7	43.4	54.0	35.5	7	27
4 Building/Facilities Manager	31.7	36.6	43.9	36.6	8	8
5 Compensation & Benefits Manager	35.8	39.3	45.4	40.7	5	7
6 Computer Operations Manager	40.9	45.9	51.7	45.9	8	8
7 Controller	38.9	54.2	65.0	49.1	10	15
8 Credit & Collection Manager	32.0	38.4	41.1	32.8	6	19
9 Customer Service Manager	43.2	46.4	48.6	45.1	5	8
10 Data Processing Manager	40.6	56.4	68.5	53.5	9	11
11 Employment Manager	28.5	34.5	39.4	29.5	6	11
12 Human Resources Manager	41.5	52.1	71.0	52.1	12	12
13 Marketing Manager	47.5	60.6	75.0	60.6	6	6
14 Office/Administrative Svcs Manager	26.6	36.7	49.4	26.5	11	28
15 Payroll Manager	25.6	27.7	29.7	28.7	10	20
16 Purchasing Manager	30.3	36.1	39.1	36.1	5	5
17 Records Manager	25.5	26.8	29.2	26.8	3	3
18 Sales Manager	52.0	53.1	53.7	52.8	5	9
19 Accounts Payable Supervisor	24.7	28.5	32.0	27.7	6	15
20 Computer Operations Supervisor	28.1	32.6	37.2	30.4	9	14
21 Data Entry Supervisor	19.5	22.2	29.0	21.5	7	10
22 Mailroom Supervisor	19.8	22.2	25.9	19.7	10	39

Roanoke, VA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	28.0	52.8	77.5	52.8	2	2
2 Auditing Manager	18.0	34.2	50.4	34.2	2	2
3 Branch Manager	45.0	50.6	56.3	50.6	2	2
5 Compensation & Benefits Manager	21.0	37.7	54.4	37.7	2	2
6 Computer Operations Manager	53.6	53.8	54.0	53.8	2	2
7 Controller	35.0	41.8	60.0	41.8	4	4
8 Credit & Collection Manager	18.0	33.7	42.6	33.7	3	3
9 Customer Service Manager	40.4	47.2	54.0	47.2	2	2
10 Data Processing Manager	50.0	54.8	59.5	56.3	2	3
12 Human Resources Manager	40.0	60.7	83.0	60.7	3	3
14 Office/Administrative Svcs Manager	22.0	30.9	41.0	30.9	3	3
19 Accounts Payable Supervisor	19.0	24.8	35.3	24.8	3	3
20 Computer Operations Supervisor	28.0	34.0	39.9	34.0	2	2
21 Data Entry Supervisor	18.0	22.0	35.6	22.1	4	4
22 Mailroom Supervisor	16.6	24.1	31.6	24.1	2	2

Sacramento, CA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	37.2	47.6	61.5	41.7	3	7
2 Auditing Manager	42.7	47.4	57.0	46.4	4	5
4 Building/Facilities Manager	37.2	44.4	52.1	47.5	3	5
6 Computer Operations Manager	49.2	55.0	75.6	53.1	4	6
7 Controller	66.5	72.2	78.0	72.2	2	2
8 Credit & Collection Manager	37.4	42.2	47.0	40.6	2	3
9 Customer Service Manager	33.0	37.0	41.1	35.7	2	3
10 Data Processing Manager	57.9	58.2	63.6	58.1	5	8
12 Human Resources Manager	35.9	43.7	44.1	40.2	6	11
14 Office/Administrative Svcs Manager	30.0	34.2	42.9	31.5	5	15
15 Payroll Manager	31.2	34.3	47.6	34.0	4	6
16 Purchasing Manager	35.2	37.8	42.6	38.6	4	6
18 Sales Manager	44.2	57.2	79.5	50.5	3	22
19 Accounts Payable Supervisor	25.0	29.4	31.8	26.7	6	10
20 Computer Operations Supervisor	28.7	33.7	39.6	32.5	3	4
21 Data Entry Supervisor	25.6	28.8	33.0	28.6	3	4
22 Mailroom Supervisor	28.7	31.0	33.0	30.4	3	4

San Diego, CA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	41.6	45.3	49.2	44.6	7	9
2 Auditing Manager	47.7	54.8	60.4	50.7	3	7
4 Building/Facilities Manager	36.5	43.8	50.4	43.8	6	6
6 Computer Operations Manager	42.3	45.6	54.2	45.6	4	4
7 Controller	54.1	66.0	79.5	60.4	7	12
8 Credit & Collection Manager	38.5	40.5	44.4	39.5	5	6
9 Customer Service Manager	34.8	45.8	58.8	44.8	7	9
10 Data Processing Manager	51.4	57.0	67.3	55.9	4	5
11 Employment Manager	36.5	41.2	46.6	41.2	6	6
12 Human Resources Manager	51.4	58.4	63.7	59.7	6	8
13 Marketing Manager	59.8	66.0	84.3	64.9	4	12
14 Office/Administrative Svcs Manager	36.5	41.5	48.6	38.9	7	9
15 Payroll Manager	37.9	39.4	41.8	39.4	5	5
16 Purchasing Manager	45.4	48.9	51.6	48.[illegible]	6	6
18 Sales Manager	40.0	50.9	58.7	52.5	3	6
19 Accounts Payable Supervisor	27.7	29.5	31.0	29.5	9	9
20 Computer Operations Supervisor	34.1	35.4	40.0	35.4	4	4
21 Data Entry Supervisor	25.3	28.3	34.4	28.3	4	4
22 Mailroom Supervisor	27.9	30.2	32.6	30.3	2	2

San Francisco - Oakland - San Jose, CA

	Min	Avg	Max	W/Avg	Cos	Er
1 Accounting Manager	39.5	48.0	54.7	46.8	36	4
2 Auditing Manager	46.3	51.7	59.9	53.2	11	3
3 Branch Manager	32.0	50.5	65.0	39.2	7	18
4 Building/Facilities Manager	37.5	46.4	57.0	48.4	14	22
5 Compensation & Benefits Manager	43.7	53.5	71.0	53.3	8	8
6 Computer Operations Manager	44.8	50.1	54.7	50.2	23	24
7 Controller	52.5	66.5	80.6	66.6	32	34
8 Credit & Collection Manager	36.7	48.0	62.0	48.0	10	10
9 Customer Service Manager	35.2	40.1	44.8	40.3	18	21
10 Data Processing Manager	42.0	61.1	76.1	61.1	18	18
11 Employment Manager	39.4	45.4	50.6	45.4	17	17
12 Human Resources Manager	41.6	54.5	65.4	55.4	35	36
13 Marketing Manager	39.3	59.1	81.0	57.2	20	34
14 Office/Administrative Svcs Manager	32.1	42.9	54.0	42.4	27	29
15 Payroll Manager	28.4	39.5	43.6	39.5	15	15
16 Purchasing Manager	36.5	46.9	52.1	47.5	17	21
17 Records Manager	26.0	27.7	29.4	27.7	2	2
18 Sales Manager	41.0	53.4	57.0	48.9	13	34
19 Accounts Payable Supervisor	29.0	34.5	36.5	33.9	26	31
20 Computer Operations Supervisor	31.2	38.3	44.3	37.0	11	22
21 Data Entry Supervisor	25.4	27.7	29.0	27.7	13	20
22 Mailroom Supervisor	23.3	28.9	37.9	28.7	16	18

Seattle - Tacoma, WA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	33.5	41.3	47.1	41.8	25	29
3 Branch Manager	27.5	44.5	5.6	28.2	11	194
4 Building/Facilities Manager	28.2	37.3	51.0	37.3	11	11
5 Compensation & Benefits Manager	38.0	65.0	105	65.0	3	3
6 Computer Operations Manager	45.0	56.0	69.3	56.0	8	8
7 Controller	45.0	54.4	62.0	54.4	18	18
8 Credit & Collection Manager	27.0	33.8	41.8	33.3	11	12
9 Customer Service Manager	31.7	39.8	49.1	40.9	10	11
10 Data Processing Manager	47.0	53.4	58.0	53.4	13	13
11 Employment Manager	28.7	39.9	44.1	39.8	5	5
12 Human Resources Manager	36.8	47.1	54.5	47.4	20	21
13 Marketing Manager	39.4	47.7	55.0	47.7	13	13
14 Office/Administrative Svcs Manager	22.8	41.4	55.0	39.1	15	17
15 Payroll Manager	21.7	27.0	31.7	26.9	8	8
16 Purchasing Manager	37.0	41.2	52.0	0.9	12	13
18 Sales Manager	36.0	50.3	59.7	3.7	16	36
19 Accounts Payable Supervisor	19.5	25.1	33.8	25.7	13	14
20 Computer Operations Supervisor	26.5	33.9	42.8	33.9	8	8
21 Data Entry Supervisor	22.4	23.6	26.1	23.6	4	4
22 Mailroom Supervisor	24.0	26.5	30.6	26.5	9	9

South Bend - Mishawaka, IN

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	28.2	37.4	42.3	36.6	14	16
2 Auditing Manager	29.2	42.5	55.7	42.5	2	2
3 Branch Manager	26.5	39.8	57.2	35.4	8	30
4 Building/Facilities Manager	30.0	37.4	43.5	37.4	18	18
5 Compensation & Benefits Manager	31.9	45.2	72.5	45.2	4	4
6 Computer Operations Manager	38.8	44.2	44.1	44.2	13	13
7 Controller	34.2	44.6	54.5	44.5	20	22
8 Credit & Collection Manager	26.3	30.4	38.0	29.9	8	9
9 Customer Service Manager	21.5	30.7	35.0	30.7	5	5
10 Data Processing Manager	37.7	52.6	65.5	52.6	7	7
11 Employment Manager	27.0	34.0	36.8	34.0	6	6
12 Human Resources Manager	34.2	43.8	57.6	43.8	20	20
13 Marketing Manager	24.0	40.3	59.9	46.4	12	15
14 Office/Administrative Svcs Manager	24.8	30.4	37.4	30.7	12	19
15 Payroll Manager	17.0	24.2	31.2	24.2	3	3
16 Purchasing Manager	30.0	36.3	43.7	36.3	11	11
17 Records Manager	44.0	45.1	46.2	45.1	2	2
18 Sales Manager	42.5	50.9	65.0	50.9	8	10
19 Accounts Payable Supervisor	15.0	24.3	27.0	24.3	5	5
20 Computer Operations Supervisor	28.4	35.1	42.4	38.0	5	8
21 Data Entry Supervisor	20.4	22.1	25.0	21.4	3	5
22 Mailroom Supervisor	15.4	19.0	24.3	19.0	3	3

St Louis, MO

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	36.0	41.7	50.0	44.6	20	33
2 Auditing Manager	44.4	45.8	48.3	46.9	9	14
3 Branch Manager	60.6	66.6	73.3	67.8	3	5
4 Building/Facilities Manager	38.4	42.5	46.6	45.0	14	19
5 Compensation & Benefits Manager	36.9	46.4	58.0	46.4	3	3
6 Computer Operations Manager	35.9	40.7	45.0	40.7	18	18
7 Controller	44.7	59.6	70.0	57.3	11	13
8 Credit & Collection Manager	34.9	45.3	57.0	48.3	7	8
9 Customer Service Manager	23.2	33.5	43.0	35.9	6	8
10 Data Processing Manager	38.6	55.8	65.0	55.1	14	15
11 Employment Manager	31.6	39.5	44.7	39.4	10	10
12 Human Resources Manager	44.4	55.1	57.4	54.5	19	20
13 Marketing Manager	49.4	70.0	75.0	67.3	6	12
14 Office/Administrative Svcs Manager	25.8	37.0	43.2	32.5	18	27
15 Payroll Manager	25.7	34.6	45.6	32.4	12	16
16 Purchasing Manager	35.0	42.5	45.0	44.6	17	19
17 Records Manager	23.8	25.7	26.8	25.7	5	5
18 Sales Manager	37.5	49.2	65.0	54.0	10	22
19 Accounts Payable Supervisor	26.0	32.6	36.9	27.5	12	24
20 Computer Operations Supervisor	27.0	32.7	42.0	32.7	10	10
21 Data Entry Supervisor	21.9	26.0	27.8	25.3	8	15
22 Mailroom Supervisor	18.5	22.1	27.1	21.8	12	14

Stamford - Bridgeport -Southern Connecticut

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	40.0	46.9	55.0	45.8	15	30
2 Auditing Manager	44.5	58.5	87.1	58.5	4	4
4 Building/Facilities Manager	44.8	53.0	65.0	49.5	5	6
5 Compensation & Benefits Manager	47.0	51.0	54.0	51.0	3	3
6 Computer Operations Manager	42.0	49.8	54.8	49.8	7	7
7 Controller	62.0	73.2	84.0	73.2	13	13
8 Credit & Collection Manager	35.0	39.3	43.2	39.3	7	7
9 Customer Service Manager	34.1	39.9	42.8	40.3	6	7
10 Data Processing Manager	55.8	65.4	73.8	58.6	10	15
11 Employment Manager	36.0	40.2	42.5	38.5	6	8
12 Human Resources Manager	43.7	51.3	65.0	51.3	10	10
13 Marketing Manager	43.0	53.9	62.2	64.6	5	10
14 Office/Administrative Svcs Manager	26.8	34.8	39.2	34.8	11	11
15 Payroll Manager	28.6	34.6	38.5	34.6	9	9
16 Purchasing Manager	42.0	47.9	53.5	47.9	8	8
17 Records Manager	41.5	44.1	46.7	44.1	2	2
18 Sales Manager	44.5	46.9	65.0	44.0	4	5
19 Accounts Payable Supervisor	28.0	29.6	32.0	30.0	6	8
20 Computer Operations Supervisor	31.9	35.8	37.5	35.9	6	9
21 Data Entry Supervisor	28.5	32.7	37.0	31.7	3	4
22 Mailroom Supervisor	22.5	25.1	26.0	25.1	7	9

Syracuse, NY

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	37.1	38.2	47.7	41.1	8	21
2 Auditing Manager	37.5	45.8	53.4	47.7	3	4
3 Branch Manager	26.5	38.0	49.5	28.9	2	29
4 Building/Facilities Manager	32.7	40.2	56.5	40.2	8	8
6 Computer Operations Manager	37.2	45.0	52.4	45.0	7	7
7 Controller	36.5	46.8	59.9	51.4	8	16
8 Credit & Collection Manager	20.0	31.4	51.1	43.7	3	8
9 Customer Service Manager	32.0	35.2	41.6	35.6	7	10
10 Data Processing Manager	29.0	44.9	60.5	47.5	5	6
11 Employment Manager	26.2	35.8	34.0	35.8	5	5
12 Human Resources Manager	39.0	44.4	53.0	46.3	8	13
13 Marketing Manager	28.5	42.5	55.5	46.0	7	12
14 Office/Administrative Svcs Manager	31.6	38.0	43.0	37.1	6	7
15 Payroll Manager	32.9	38.2	42.5	38.2	3	3
16 Purchasing Manager	52.0	51.1	56.1	51.1	5	5
17 Records Manager	17.4	24.0	30.6	24.0	2	2
18 Sales Manager	37.5	41.2	48.9	40.5	5	11
19 Accounts Payable Supervisor	20.9	28.7	35.2	29.5	3	7
20 Computer Operations Supervisor	26.0	33.6	36.6	32.0	5	8
21 Data Entry Supervisor	25.9	27.7	28.5	27.6	5	6
22 Mailroom Supervisor	[illegible]	22.4	29.1	22.4	7	7

Toledo, OH

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	31.0	41.1	48.0	40.7	23	26
2 Auditing Manager	39.3	45.2	48.5	45.2	11	11
3 Branch Manager	22.0	40.7	60.4	29.4	7	40
4 Building/Facilities Manager	32.3	42.2	48.4	42.6	15	17
5 Compensation & Benefits Manager	35.8	49.3	56.0	51.5	11	12
6 Computer Operations Manager	43.3	46.8	53.0	46.8	10	10
7 Controller	45.5	55.3	61.0	55.6	15	16
8 Credit & Collection Manager	25.5	33.5	40.7	34.1	11	12
9 Customer Service Manager	29.7	34.0	39.7	34.5	10	11
10 Data Processing Manager	41.7	50.9	62.4	50.9	11	11
11 Employment Manager	30.7	39.0	47.6	39.0	12	12
12 Human Resources Manager	32.0	44.7	55.8	45.4	24	25
13 Marketing Manager	33.9	55.7	92.0	55.1	10	11
14 Office/Administrative Svcs Manager	28.5	41.3	56.0	25.1	8	28
15 Payroll Manager	29.9	35.4	41.0	35.4	14	14
16 Purchasing Manager	35.6	42.8	49.0	41.6	10	12
17 Records Manager	14.6	36.5	56.0	36.5	3	3
18 Sales Manager	43.4	53.2	63.4	52.3	8	15
19 Accounts Payable Supervisor	23.5	30.4	38.5	30.4	11	11
20 Computer Operations Supervisor	31.5	35.7	47.2	35.7	12	12
21 Data Entry Supervisor	19.6	23.0	25.0	23.3	6	7
22 Mailroom Supervisor	21.2	25.8	31.6	25.1	6	7

Tulsa, OK

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	38.4	43.4	50.0	45.3	19	26
2 Auditing Manager	49.8	50.5	51.1	50.6	5	6
3 Branch Manager	30.4	40.2	50.0	40.2	2	2
4 Building/Facilities Manager	34.1	43.0	54.5	43.0	7	7
5 Compensation & Benefits Manager	44.5	57.8	78.0	56.4	5	6
6 Computer Operations Manager	44.6	52.0	63.3	52.0	9	9
7 Controller	49.9	60.0	70.0	60.0	17	17
8 Credit & Collection Manager	32.5	37.7	42.4	37.6	7	7
9 Customer Service Manager	39.3	46.4	59.4	46.4	7	7
10 Data Processing Manager	41.8	53.4	65.9	53.0	16	17
11 Employment Manager	34.5	43.0	49.0	43.0	6	6
12 Human Resources Manager	37.0	48.1	55.0	48.1	16	16
13 Marketing Manager	44.7	62.9	71.0	60.5	14	19
14 Office/Administrative Svcs Manager	40.0	45.1	45.0	44.5	9	10
15 Payroll Manager	26.0	28.7	35.0	28.7	6	6
16 Purchasing Manager	38.0	50.8	62.4	50.9	14	16
17 Records Manager	26.9	32.8	41.4	32.8	7	7
18 Sales Manager	47.0	51.2	53.8	47.8	6	14
19 Accounts Payable Supervisor	26.1	29.6	34.9	29.3	12	13
20 Computer Operations Supervisor	35.0	40.5	46.0	39.5	7	10
21 Data Entry Supervisor	22.2	26.0	31.1	25.5	[illegible]	9
22 Mailroom Supervisor	17.2	19.5	22.7	19.5	6	6

Washington, DC-MD-VA

	Min	Avg	Max	W/Avg	Cos	Empls
1 Accounting Manager	30.0	41.1	53.0	40.9	17	19
2 Auditing Manager	35.8	44.6	38.5	44.6	5	5
4 Building/Facilities Manager	23.5	47.5	67.0	47.5	6	6
5 Compensation & Benefits Manager	24.7	41.9	55.6	42.0	3	3
6 Computer Operations Manager	32.1	39.6	42.7	39.8	7	10
7 Controller	58.7	72.8	82.9	73.7	10	11
8 Credit & Collection Manager	35.8	44.0	52.4	44.0	10	10
10 Data Processing Manager	48.9	57.3	66.1	58.7	10	12
11 Employment Manager	41.0	42.2	45.2	42.2	5	5
12 Human Resources Manager	39.9	50.7	46.3	46.1	11	25
13 Marketing Manager	35.0	46.7	48.9	34.4	8	32
14 Office/Administrative Svcs Manager	26.4	36.4	45.7	27.4	20	62
15 Payroll Manager	25.4	35.3	42.7	35.3	7	7
16 Purchasing Manager	42.7	52.7	72.0	49.1	4	6
17 Records Manager	30.0	39.9	47.9	39.9	3	3
18 Sales Manager	28.6	44.0	29.7	31.4	5	35
19 Accounts Payable Supervisor	37.2	38.9	47.0	34.7	8	13
20 Computer Operations Supervisor	31.2	43.2	62.5	34.6	4	11
21 Data Entry Supervisor	26.5	31.2	39.3	28.8	8	20
22 Mailroom Supervisor	22.9	25.7	23.8	25.7	6	6

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1991
AMS
MANAGEMENT SALARIES REPORT

Prepared For

ADMINISTRATIVE MANAGEMENT SOCIETY
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INTRODUCTION

This is the 45th annual report on Management Salaries published by the Administrative Management Society (AMS).

Survey results are based on a representative cross section of North American companies. The sample is diverse and covers many types of businesses, including small and large employers.

Over 850 companies supplied salary data that covered nearly 10,000 employees in benchmark jobs. It is estimated that the respondents, as a group, employ between 400,000 and 500,000 people.

This year's edition offers additional statistical measures of salary data as well as an enhanced format. All salary tables have a comprehensive set of statistical descriptions including mean, median, and quartiles for salaries weighted by the total number of employees, as well as the mean value of company average salaries.

This report includes tables that describe the characteristics of the companies that responded to the survey, including size, location, and type of business (Table A-1 thru A-3).

To better understand trends in salary levels, respondents were asked about actual and planned increases in salary budgets. For exempt workers, an average increase in the U.S. of 4.9% was reported for 1991, with a 5.1% rise anticipated for 1992.

Nearly 800 companies indicated their average work week for 1991. The highest U.S. region was East North Central which averaged 40.1 hours. The lowest U.S. region was New England at 38.9 hours, which was, none the less, higher than the Canadian average of 37.3 hours.

The salary data are broken out in separate tables for national composites - one for the U.S. and one for Canada - and for five U.S. regions. Five company sizes are profiled with separate tables, as are eight business types. Also, over 40 metropolitan areas are characterized with separate tables.

Appreciation is expressed to the following individuals for their assistance in gathering the data for the final results.

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Rolf Lindner *(AMS Dayton Chapter)*
Deb Jan Francisco *(AMS Delaware Valley Chapter)*
William J. Warren *(AMS Des Moines Chapter)*
Jerry Archer *(AMS Edmonton Chapter)*
James Noehl *(AMS Fargo/Moorhead Chapter)*
Sara Sprunger *(AMS Fort Wayne Chapter)*
Diane Bodo, Sue Heimpel *(AMS Grand Valley Chapter)*
Henry W. Hardy *(AMS Greater Omaha Chapter)*
Bobbi Keller *(AMS Harrisburg Chapter)*
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Linda Igney *(AMS Indianapolis Chapter)*
Larry A. Redden *(AMS Kansas City Chapter)*
Marcus Deal *(AMS Knoxville Chapter)*
Linda L. Eaton *(AMS Lancaster Chapter)*
Steve Minnick *(AMS Lincoln Chapter)*
Kathryn Trahan *(AMS Little Rock Chapter)*
Christina Griffith *(AMS Los Angeles Chapter)*
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Susan L. Higgins *(AMS Portland Chapter)*
Dennis Prior *(AMS Quad Cities Chapter)*
Jo Ann King *(AMS Reading Chapter)*
Jack Beaman *(AMS Research Triangle Chapter)*
Herb Brooks *(AMS Richmond Chapter)*
Gerald Katz *(AMS San Francisco Chapter)*
Jeanne Knutzen *(AMS Seattle Chapter)*
Bruce Berg *(AMS Sonoma County Chapter)*
Neva Sprung *(AMS St. Louis Chapter)*
Paul Bonello *(AMS Toronto Chapter)*
Ron Denton *(AMS Tulsa Chapter)*
Bill Wiggin *(AMS Westchester Chapter)*
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Bob McBride *(AMS Winston-Salem Chapter)*

SURVEY METHODOLOGY

The 1991 AMS Management Salaries Report summarizes annual salaries for 22 benchmark positions. The data cover various types and sizes of businesses throughout the United States and Canada, effective February 1, 1991.

Survey instruments were distributed to representatives at 62 AMS chapters. During February 1991, each chapter distributed survey instruments and postage paid reply envelopes to representative samples of AMS member and nonmember companies. This distribution was supplemented by a direct mailing of instruments by AMS headquarters to companies that had participated in previous years.

All survey instruments were mailed or faxed directly to Association Research, Inc. in Rockville, Maryland for data entry and statistical analysis.

Each respondent identified their company's primary type of business, the size of the business in terms of employment, as well as the metropolitan area. Also, respondents were asked for some general salary administration information regarding changes in the salary budget and average work week.

Twenty-two job positions were included in the survey, and descriptions for each were included with the instrument. For each position, data were collected on the annual starting salary, the average annual salary, and the number of employees in the position, effective February 1, 1991.

HOW TO USE THE STATISTICAL TABLES

All of the tables containing salary data have the same format. The first five columns of each table describe the salary distribution based on the total number of employees covered. The last two columns, which are not weighted, show the average salary per company.

The statistics included in the salary tables are:

First Quartile	The first quartile, also known as the 25th percentile, is the salary that is higher than 25% of all salaries and lower than 75%. In other words, if all the salaries were arranged from lowest to highest, the first quartile splits the distribution into two pieces - the lower 25% and the upper 75%.
Employee Average	This is the mean salary weighted by the total number of employees reported. The mean value is the sum of all salaries divided by the number of salaries included.

Employee Median	The median is the salary that is in the middle of all values arranged from lowest to highest. Half of all values are less than the median; half of all values are higher than the median. The median is not biased by extreme values that would affect the mean. This is more important when salaries are based on a small number of observations in a table.
Third Quartile	The third quartile - 75th percentile - is the salary that is higher than 75% of all salaries, but lower than 25%. The range of values between the first and third quartile is often referred to as the "Mid 50% Range" since half of all the salaries for a given category lie between the values.
Number of Employees	The total number of employees reported by all companies.
Company Average	This is the mean salary of the position for all companies. This value is not weighted by the total number of employees. Therefore, a company with 20 employees in a position has the same weight as a company with only one employee.
Number of Companies	The total number of companies that reported an average salary for a particular position.

TABLE ORGANIZATION

The salary tables are arranged by key demographic breakouts to allow users of the report to compare their salaries with those of similar businesses. Tables are broken out by region, company size (number of employees), type of business, and metropolitan area.

U.S. AND CANADIAN DATA

Thirty-eight respondents were Canadian businesses whose data are only found in the Total Canada table (expressed in Canadian dollars) and in two Canadian metro areas - Edmonton and Metropolitan Toronto. All other salary tables include only U.S. companies.

REGIONS

All respondents were organized into five U.S. regions and Canada. A map of the U.S. regions is found in Appendix B. The regions conform to standard U.S. census definitions except that the North Central region is divided into two census districts:

- **Northeast** (ME, VT, NH, MA, RI, CT, NY, NJ, PA)
- **South** (MD, DC, DE, VA, WV, KY, TN, NC, SC, GA, FL, AL, MS, LA, AR, OK, TX)
- **Eastern North Central** (OH, IN, IL, MI, WI)
- **Western North Central** (MN, IA, MO, ND, SD, NE, KS)
- **West** (CA, OR, WA, ID, MT, WY, CO, UT, NV, AZ, NM, AK, HI)
- **Canada** (all provinces)

These regional definitions are very similar to those used in previous AMS surveys. One difference is the policy of including Delaware, Maryland, and the District of Columbia in the South region to conform with the U. S. Bureau of the Census. The other difference is the labels given to the Midwest regions; "East North Central" was referred to in earlier surveys as "Great Lakes" and "West North Central" was referred to as "Midwest."

The greatest number of respondents was in the Northeast (27.0%), closely followed by West North Central (25.4%). Nineteen percent of the participants were from the East North Central, with 14.1% from the South and 10.1% from the West. The 38 Canadian companies represent 4.4% of all participants.

COMPANY SIZE

All U.S. respondents were grouped by the number of employees at the reporting location. To get a more even distribution of salaries by company size, the 101 - 500 employee category used in earlier surveys was divided into two: 101 - 250 and 251 - 500. Nearly one-third (32.1%) of the companies were in the smallest category (1-100 employees). The next largest group (23.9%) was made up of companies with 101-250 employees. The largest companies, more than 1,000 employees, represent 14.3% of the total sample.

TYPE OF BUSINESS

Respondents are organized by business type in Table A-1. As in previous AMS salary surveys, similar types of businesses are grouped together (Tables A-15 - A-18). This allows for a salary comparison of the 22 key positions showing the number of employees and the number of companies responding. Over one-third of all participants were from manufacturing (20.7%) or insurance (13.1%) concerns. The combination of business (9.5%) and health care (6.2%) services accounted for a substantial response as well.

METROPOLITAN AREAS

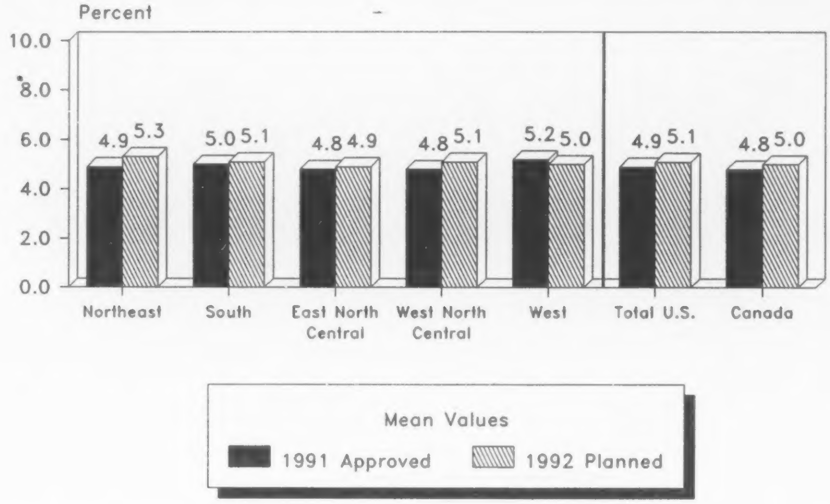
The respondents have also been divided into metropolitan areas (see Table A-3). Typically, the metropolitan areas correspond to participating AMS chapters. In some larger metropolitan areas or when participating chapters are geographically linked, a metropolitan area may consist of more than one chapter. The St. Louis, MO AMS chapter had the largest number of respondents (68). Pennsylvania had the most participants of any state (118) with over 40% of the respondents from the Harrisburg PA chapter.

USING DATA IN THE TABLES

In some tables, especially the metro areas, salaries for any given position are based on a small number of respondents. There is no way to ensure that salaries based on reports from two to four companies are representative or reliable.

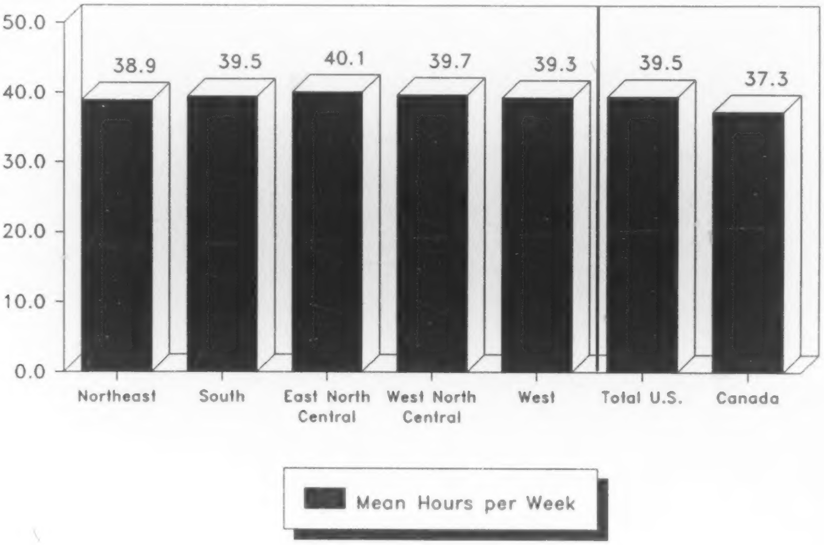
Salaries based on only one company's data have been blanked out in each table to avoid disclosure. This criterion was used even if there were three or more employees covered. Also, quartiles for fewer than three values have been blanked out of the tables since the values are not meaningful.

SALARY BUDGET INCREASES
Exempt Salaried Employees



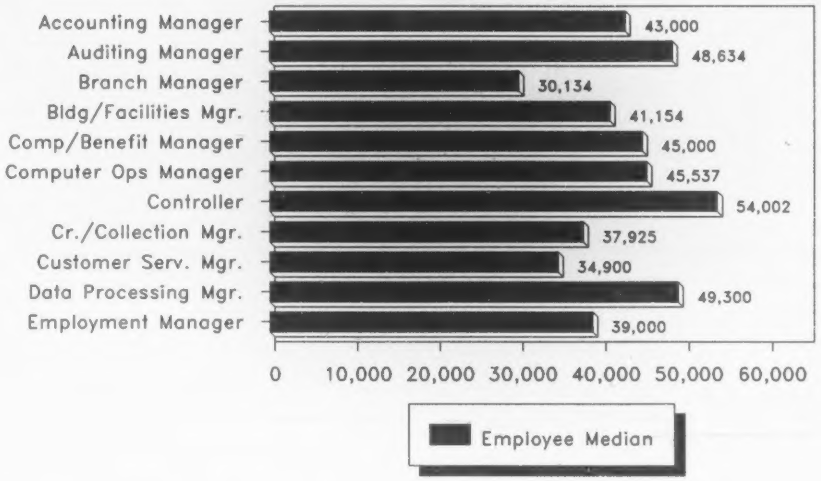
Source: AMS 1991 Salary Survey

AVERAGE WORK WEEK



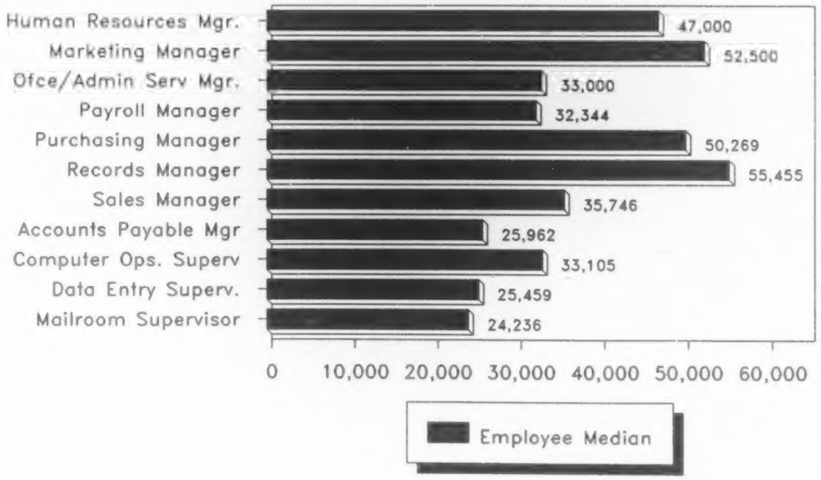
Source: AMS 1991 Salary Survey

MANAGEMENT SALARIES
All U.S. Companies



Source: AMS 1991 Salary Survey

MANAGEMENT SALARIES
All U.S. Companies



Source: AMS 1991 Salary Survey

APPENDIX A

TABLE : A-1

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	TOTAL	
	Number of Companies	Percent
BUSINESS TYPE		
Manufacturing	174	20.7%
Construction	16	1.9%
Banking	40	4.8%
Finance	24	2.9%
Insurance	110	13.1%
Business Service	80	9.5%
Healthcare Service	52	6.2%
Retail	32	3.8%
Wholesale / Distribution	49	5.8%
Utilities	13	1.5%
Transportation	13	1.5%
Communications	9	1.1%
Education	33	3.9%
Government	25	3.0%
Associations /Non Profit	42	5.0%
Other	130	15.4%
TOTAL INDICATING TYPE	842	100.0%

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	TOTAL	
	Number of Companies	Percent
NUMBER OF EMPLOYEES		
1 - 100	267	32.1%
101 - 250	199	23.9%
251 - 500	146	17.5%
501 - 1000	101	12.1%
More than 1000	119	14.3%
TOTAL INDICATING SIZE	832	100.0%

TABLE : A-2

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	TOTAL	
	Number of Companies	Percent
STATE		
Alabama	2	.2%
Arkansas	13	1.5%
California	47	5.5%
Connecticut	3	.3%
Dist of Columbia	1	.1%
Georgia	12	1.4%
Illinois	51	5.9%
Indiana	41	4.8%
Iowa	20	2.3%
Kansas	19	2.2%
Kentucky	1	.1%
Louisiana	1	.1%
Maine	20	2.3%
Maryland	1	.1%
Massachusetts	12	1.4%
Michigan	11	1.3%
Minnesota	20	2.3%
Missouri	96	11.2%
Nebraska	56	6.5%
New Jersey	10	1.2%
New York	67	7.8%
North Carolina	32	3.7%
North Dakota	7	.8%
Ohio	37	4.3%
Oklahoma	16	1.9%
Oregon	1	.1%
Pennsylvania	118	13.7%
Rhode Island	2	.2%
Tennessee	13	1.5%
Texas	10	1.2%
Virginia	19	2.2%
Washington	39	4.5%
Wisconsin	23	2.7%
Canada	38	4.4%
TOTAL	859	100.0%

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	TOTAL	
	Number of Companies	Percent
REGION		
Northeast	232	27.0%
South	121	14.1%
East North Central	163	19.0%
West North Central	218	25.4%
West	87	10.1%
Canada	38	4.4%
TOTAL	859	100.0%

TABLE : A-3

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	TOTAL	
	Number of Companies	Percent
METROPOLITAN AREAS		
Atlanta - Northwest Georgia	11	1.3%
Battle Creek / Kalamazoo, MI	11	1.3%
Binghampton, NY	8	.9%
Boston, MA	12	1.4%
Buffalo, NY	31	3.6%
Charlotte, NC	14	1.6%
Dayton, OH	35	4.1%
Delaware Valley / Philadelphia	26	3.0%
Des Moines, IA	18	2.1%
Fargo, ND / Moorhead, MN	9	1.0%
Fort Wayne, IN	20	2.3%
Harrisburg, PA	50	5.8%
Houston, TX Metropolitan Area	8	.9%
Indianapolis, IN	22	2.6%
Kansas City, MO & KS	20	2.3%
Knoxville, TN	12	1.4%
Lancaster, PA	23	2.7%
Lincoln, NE	25	2.9%
Little Rock, AR	13	1.5%
Greater Los Angeles Metropolitan Area	26	3.0%
Madison, WI	21	2.4%
Metro New Jersey	9	1.0%
Mid-Missouri	22	2.6%
Minneapolis, MN	19	2.2%
Greater Omaha, NE	29	3.4%
Pittsburgh, PA	4	.5%
Portland, ME	20	2.3%
Quad Cities IL & IA	27	3.1%
Reading, PA	13	1.5%
Research Triangle, NC	12	1.4%
Richmond, VA	18	2.1%
Rockford, IL	15	1.7%
San Francisco, CA	15	1.7%
Santa Rosa / Petaluma, CA	5	.6%
Seattle, WA	40	4.7%
St. Louis, MO	68	7.9%
Syracuse, NY	8	.9%
Tulsa, OK	16	1.9%
Westchester, NY	23	2.7%
Wichita, KS	11	1.3%
Winston-Salem, NC	6	.7%
Edmonton, Alberta	5	.6%
Metropolitan Toronto-Grand Valley-South/Central Ontario	33	3.8%
Other	26	3.0%
TOTAL	859	100.0%

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	APPROVED 1991 SALARY BUDGET INCREASE FOR EXEMPT (SALARIED) EMPLOYEES													
	U.S. TOTAL		REGION											
	Mean	Count	Northeast		South		East North Central		West North Central		West		Canada	
			Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count
BUSINESS TYPE														
Manufacturing	4.5%	167	4.1%	49	4.4%	17	4.4%	49	4.6%	42	6.7%	10	5.1%	7
Construction	4.7%	15	3.9%	8		1		1	5.3%	4		1		1
Banking	5.0%	39	4.5%	14	4.7%	4	5.3%	7	5.4%	11	5.5%	3		1
Finance	4.8%	23	5.4%	5	5.0%	2	5.5%	2	5.1%	10	2.5%	4		1
Insurance	5.3%	108	5.4%	28	5.3%	17	5.0%	21	5.2%	28	5.5%	14	4.5%	2
Business Service	5.1%	77	5.6%	19	5.6%	21	4.9%	11	5.0%	17	3.6%	9	6.8%	3
Healthcare Service	4.9%	51	5.0%	13	5.5%	4	4.6%	11	5.0%	20	5.3%	3		1
Retail	4.9%	31	4.8%	9	4.9%	6	4.5%	3	5.1%	6	5.3%	7		1
Wholesale / Distribution	4.7%	44	5.0%	15	4.6%	5	4.0%	9	4.5%	8	5.2%	7	2.8%	5
Utilities	4.9%	12	4.8%	2	5.0%	3	4.8%	2	4.9%	5				1
Transportation	4.8%	13	4.8%	3		1	4.0%	2	4.7%	3	5.8%	4		
Communications	4.1%	9	2.0%	3		1		1	4.8%	4				
Education	5.8%	31	6.4%	7	5.2%	7	5.7%	6	5.7%	9	5.5%	2		2
Government	3.2%	24	5.8%	2	2.7%	3	4.0%	4	2.1%	13	4.0%	2		1
Associations /Non Profit	5.1%	39	4.7%	11	3.8%	6	5.7%	10	5.4%	8	7.1%	4	5.3%	3
Other	5.2%	123	5.5%	39	5.4%	21	5.6%	20	4.7%	27	5.1%	16	5.2%	7
TOTAL	4.9%	806	4.9%	227	5.0%	119	4.8%	159	4.8%	215	5.2%	86	4.7%	36
NUMBER OF EMPLOYEES														
1 - 100	4.9%	253	5.0%	78	5.1%	44	4.6%	46	4.8%	53	5.1%	32	4.6%	14
101 - 250	5.0%	193	4.7%	54	5.0%	22	4.8%	46	5.1%	53	5.9%	18	5.0%	6
251 - 500	4.8%	141	4.7%	39	5.0%	25	5.0%	27	4.9%	30	4.7%	20	4.8%	5
501 - 1000	5.1%	98	5.2%	29	4.8%	11	4.8%	17	5.0%	32	5.7%	9	5.3%	3
More than 1000	4.8%	114	5.0%	30	5.1%	15	4.8%	21	4.4%	41	5.3%	7	4.7%	5
TOTAL	4.9%	799	4.9%	230	5.0%	117	4.8%	157	4.8%	209	5.2%	86	4.8%	33

TABLE : A-5

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	PLANNED 1992 SALARY BUDGET INCREASE FOR EXEMPT (SALARIED) EMPLOYEES													
	U.S. TOTAL		REGION											
	Mean	Count	Northeast		South		East North Central		West North Central		West		Canada	
			Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count
BUSINESS TYPE														
Manufacturing	4.8%	167	4.8%	49	4.9%	17	4.7%	49	5.0%	42	4.3%	10	5.0%	7
Construction	5.0%	15	3.0%	8		1		1	6.0%	4		1		1
Banking	5.2%	39	5.3%	14	4.3%	4	4.9%	7	5.7%	11	6.0%	3		1
Finance	5.4%	23	5.3%	5	6.0%	2	5.0%	2	5.3%	10	5.0%	4		1
Insurance	5.3%	108	5.7%	28	5.2%	17	5.0%	21	5.4%	28	5.4%	14		2
Business Service	5.3%	77	5.6%	19	5.9%	21	4.3%	11	6.0%	17	3.3%	9	6.7%	3
Healthcare Service	5.0%	51	5.3%	13	5.0%	4	4.9%	11	5.0%	20		3		1
Retail	4.9%	31	5.1%	9	4.9%	6		3	7.0%	6	5.2%	7		1
Wholesale / Distribution	4.9%	44	5.4%	15	5.2%	5	4.9%	9	2.4%	8	8.0%	7	6.0%	5
Utilities	4.6%	12	4.5%	2	5.0%	3	5.0%	2	4.3%	5				1
Transportation	4.3%	13	4.8%	3		1	4.0%	2	4.0%	3		4		
Communications	4.5%	9		3		1		1	5.0%	4				
Education	5.6%	31	6.5%	7	5.0%	7	4.0%	6	5.3%	9	5.3%	2		2
Government	3.4%	24	4.2%	2	2.5%	3	4.0%	4		13	5.0%	2		1
Associations /Non Profit	5.2%	39	4.7%	11	5.3%	6	5.1%	10	4.7%	8	8.3%	4		3
Other	5.4%	123	5.5%	39	4.7%	21	7.0%	20	5.2%	27	4.7%	16	5.3%	7
TOTAL	5.1%	806	5.3%	227	5.1%	119	5.0%	159	5.1%	215	5.0%	86	5.0%	36
NUMBER OF EMPLOYEES														
1 - 100	5.1%	253	5.1%	78	5.5%	44	4.9%	46	5.0%	53	4.8%	32	5.3%	14
101 - 250	5.0%	193	5.3%	54	4.8%	22	4.7%	46	5.1%	53	5.3%	18	2.5%	6
251 - 500	5.3%	141	5.5%	39	5.0%	25	5.2%	27	5.2%	30	5.2%	20	4.8%	5
501 - 1000	5.2%	98	5.6%	29	4.3%	11	5.4%	17	5.1%	32	5.0%	9	5.7%	3
More than 1000	5.0%	114	5.2%	30	4.7%	15	4.9%	21	5.1%	41	5.0%	7	5.5%	5
TOTAL	5.1%	799	5.3%	230	5.1%	117	4.9%	157	5.1%	209	5.0%	86	5.0%	33

TABLE : A-6

ALL COMPANIES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	AVERAGE WORKWEEK														
	U.S. TOTAL		REGION												
	Mean	Count	Northeast		South		East North Central		West North Central		West		Canada		
			Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count	Mean	Count	
BUSINESS TYPE															
Manufacturing	40.0	167	39.6	49	39.6	17	40.4	49	40.2	42	39.7	10	37.5	7	
Construction	40.5	15	39.8	8	40.0	1	50.0	1	39.9	4	40.0	1	35.0	1	
Banking	39.0	39	38.2	14	39.1	4	38.9	7	39.8	11	39.6	3	37.5	1	
Finance	39.3	23	39.0	5	40.0	2	38.7	2	39.5	10	39.4	4	37.5	1	
Insurance	37.9	108	37.3	28	38.0	17	38.4	21	38.2	28	37.2	14	35.6	2	
Business Service	40.0	77	39.3	19	39.6	21	41.6	11	40.1	17	39.7	9	37.5	3	
Healthcare Service	39.7	51	39.8	13	40.0	4	39.5	11	39.5	20	40.0	3	38.2	1	
Retail	39.8	31	40.0	9	40.0	6	40.0	3	39.6	6	39.6	7	37.5	1	
Wholesale / Distribution	39.5	44	38.3	15	39.5	5	41.0	9	40.2	8	39.6	7	38.1	5	
Utilities	40.0	12	40.0	2	40.0	3	40.0	2	40.0	5			35.0	1	
Transportation	39.8	13	38.3	3	40.0	1	38.7	2	41.7	3	40.0	4			
Communications	39.2	9	39.2	3	36.0	1	40.0	1	40.0	4					
Education	39.2	31	37.7	7	39.6	7	39.6	6	39.7	9	40.0	2	35.0	2	
Government	39.8	24	38.7	2	40.0	3	40.0	4	40.0	13	38.7	2	36.2	1	
Associations /Non Profit	38.3	39	37.0	11	38.3	6	38.9	10	38.7	8	39.4	4	35.8	3	
Other	39.9	123	39.4	39	40.4	21	40.6	20	39.7	27	39.7	16	38.4	7	
TOTAL	39.4	806	38.9	227	39.4	119	40.0	159	39.7	215	39.3	86	37.2	36	
NUMBER OF EMPLOYEES															
1 - 100	39.7	253	38.8	78	39.7	44	40.9	46	40.1	53	39.4	32	37.7	14	
101 - 250	39.4	193	39.3	54	39.3	22	39.9	46	39.3	53	38.7	18	37.1	6	
251 - 500	39.2	141	38.6	39	39.0	25	39.5	27	39.7	30	39.7	20	36.0	5	
501 - 1000	39.3	98	38.9	29	39.7	11	39.6	17	39.4	32	38.9	9	39.2	3	
More than 1000	39.5	114	38.7	30	39.7	15	39.5	21	39.9	41	39.8	7	36.9	5	
TOTAL	39.5	799	38.9	230	39.5	117	40.1	157	39.7	209	39.3	86	37.3	33	

TABLE : A-7

TOTAL UNITED STATES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,000	43,841	43,000	50,205	591	43,230	411
42 Auditing Manager	46,000	49,566	48,634	54,500	243	49,684	133
43 Branch Manager	24,800	33,336	30,134	38,378	839	40,281	117
44 Building Services/Facilities Manager	34,384	42,456	41,154	50,000	328	42,422	296
45 Compensation and Benefits Manager	36,925	47,398	45,000	54,866	121	47,623	110
46 Computer Operations Manager	38,640	46,088	45,537	54,600	319	46,415	279
47 Controller	44,970	58,159	54,002	68,040	436	58,974	389
48 Credit & Collection Manager	29,625	38,305	37,925	46,000	206	39,078	192
49 Customer Service Manager	27,300	36,794	34,900	45,000	329	37,691	231
50 Data Processing Manager	44,327	52,285	49,300	58,500	512	55,585	275
51 Employment Manager	30,800	39,752	39,000	46,998	188	40,140	143
52 Human Resources (Personnel) Manager	38,441	48,784	47,000	57,678	519	48,560	430
53 Marketing Manager	42,786	56,076	52,500	66,915	366	55,743	254
54 Office/Administrative Services Manager	25,860	33,320	33,000	34,322	562	38,118	246
55 Payroll Manager	26,928	34,958	32,344	43,600	313	34,991	226
56 Purchasing Manager	38,600	47,675	50,269	55,455	403	44,719	277
57 Records Manager	38,949	45,284	55,455	55,455	201	32,789	66
58 Sales Manager	26,960	41,583	35,746	52,164	801	54,039	198
59 Accounts Payable Manager	22,842	28,808	25,962	32,864	262	33,027	152
60 Computer Operations Supervisor	30,867	35,322	33,105	40,000	332	35,772	183
61 Data Entry Supervisor	22,948	27,091	25,459	29,784	208	27,589	139
62 Mailroom Supervisor	23,600	25,954	24,236	30,577	378	25,575	202

TABLE : A-8

CANADA
(Canadian Dollars)

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,350	52,912	51,168	69,350	31	51,632	21
42 Auditing Manager	56,328	62,689	56,328	68,780	12	67,199	4
43 Branch Manager	51,000	56,798	58,175	71,825	18	47,685	7
44 Building Services/Facilities Manager	47,700	54,411	55,773	63,150	11	54,411	11
45 Compensation and Benefits Manager	49,868	54,430	52,143	57,000	6	55,342	5
46 Computer Operations Manager	57,960	63,588	63,424	63,684	10	64,292	9
47 Controller	55,000	68,014	58,492	71,552	17	68,694	16
48 Credit & Collection Manager	41,950	47,809	46,000	52,000	13	46,274	10
49 Customer Service Manager	38,850	54,984	49,115	71,825	21	45,750	13
50 Data Processing Manager	46,700	66,345	58,002	70,812	10	65,228	8
51 Employment Manager	42,900	50,262	50,000	67,866	7	47,328	6
52 Human Resources (Personnel) Manager	51,300	61,101	62,400	73,754	16	57,832	14
53 Marketing Manager	50,500	62,814	59,500	77,690	13	61,771	8
54 Office/Administrative Services Manager	35,600	40,711	39,000	49,008	22	40,751	16
55 Payroll Manager	37,295	43,408	44,538	50,000	11	42,086	10
56 Purchasing Manager	43,050	48,337	50,000	52,773	18	49,589	17
57 Records Manager	28,260	35,530	35,530	42,800	3	35,530	3
58 Sales Manager	33,290	50,058	47,250	64,248	18	54,652	12
59 Accounts Payable Manager	32,688	36,892	38,022	40,116	9	36,750	8
60 Computer Operations Supervisor	50,118	52,358	50,118	54,000	9	53,479	6
61 Data Entry Supervisor	28,800	39,056	43,129	45,240	3	39,056	3
62 Mailroom Supervisor	29,810	32,744	32,052	34,000	7	32,744	7

TABLE : A-9

REGION

Northeast

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	37,133	44,095	41,950	49,900	160	43,004	115
42 Auditing Manager	38,976	47,698	46,025	56,376	52	48,293	30
43 Branch Manager	28,830	36,311	32,431	47,012	366	39,861	37
44 Building Services/Facilities Manager	35,770	41,740	40,100	48,000	106	41,839	87
45 Compensation and Benefits Manager	35,750	48,122	45,000	57,206	31	48,294	29
46 Computer Operations Manager	40,123	48,129	48,500	56,326	72	47,884	64
47 Controller	47,170	60,920	59,975	71,928	140	60,190	124
48 Credit & Collection Manager	29,380	39,265	38,480	46,500	58	39,261	55
49 Customer Service Manager	28,140	36,607	33,398	46,428	97	36,359	69
50 Data Processing Manager	44,327	47,803	44,327	47,444	214	53,420	73
51 Employment Manager	33,400	39,709	39,400	43,114	48	39,358	35
52 Human Resources (Personnel) Manager	40,000	50,836	48,667	59,502	134	50,060	122
53 Marketing Manager	42,936	58,356	51,900	70,140	112	58,627	74
54 Office/Administrative Services Manager	34,322	34,488	34,322	34,322	198	35,979	62
55 Payroll Manager	29,850	38,433	43,030	45,135	98	34,610	63
56 Purchasing Manager	38,000	46,317	44,780	52,570	77	45,907	74
57 Records Manager	38,949	37,334	38,949	38,949	46	34,920	12
58 Sales Manager	42,813	54,861	57,600	64,300	103	56,964	55
59 Accounts Payable Manager	27,103	32,297	30,735	38,313	42	32,509	39
60 Computer Operations Supervisor	32,982	35,526	32,982	35,841	117	37,377	48
61 Data Entry Supervisor	23,064	26,337	25,078	27,664	60	27,620	33
62 Mailroom Supervisor	24,236	24,607	24,236	24,236	173	24,850	53

South

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	33,100	42,253	38,700	48,468	79	43,292	58
42 Auditing Manager	48,425	49,241	50,000	50,000	73	50,018	23
43 Branch Manager	21,669	31,204	26,339	27,563	68	44,390	21
44 Building Services/Facilities Manager	33,613	42,047	41,080	52,800	31	42,894	30
45 Compensation and Benefits Manager	30,000	47,394	42,610	53,900	15	47,394	15
46 Computer Operations Manager	40,560	47,923	46,878	54,864	41	47,923	41
47 Controller	35,245	54,137	50,000	65,000	65	59,503	50
48 Credit & Collection Manager	32,000	39,724	38,486	47,256	23	40,604	22
49 Customer Service Manager	29,500	37,392	37,250	46,429	45	37,347	38
50 Data Processing Manager	45,966	55,331	56,839	59,292	58	55,069	38
51 Employment Manager	33,923	42,361	38,630	56,000	24	43,156	19
52 Human Resources (Personnel) Manager	39,600	53,731	55,000	63,192	74	50,334	57
53 Marketing Manager	39,632	56,642	59,275	67,924	33	56,134	24
54 Office/Administrative Services Manager	28,065	40,109	37,838	44,528	49	41,230	43
55 Payroll Manager	28,076	35,046	31,000	41,500	41	37,081	29
56 Purchasing Manager	32,760	44,815	44,595	54,083	36	44,449	33
57 Records Manager	21,000	33,161	34,112	40,450	13	33,066	12
58 Sales Manager	36,425	42,050	40,158	46,469	38	43,004	21
59 Accounts Payable Manager	23,001	28,846	23,001	29,619	63	37,469	25
60 Computer Operations Supervisor	29,744	33,113	33,166	35,233	57	33,675	30
61 Data Entry Supervisor	20,150	24,418	22,702	29,784	34	25,898	21
62 Mailroom Supervisor	22,901	27,589	28,160	33,744	35	27,204	33

TABLE : A-10

REGION

East North Central

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	34,780	42,529	44,800	47,954	114	41,923	77
42 Auditing Manager	40,500	48,434	52,250	55,000	35	45,476	24
43 Branch Manager	30,051	32,612	30,134	30,801	133	40,484	18
44 Building Services/Facilities Manager	34,008	44,398	45,298	54,140	67	43,949	64
45 Compensation and Benefits Manager	36,600	48,230	44,834	54,732	26	49,249	24
46 Computer Operations Manager	35,300	44,425	43,400	52,020	56	45,070	52
47 Controller	44,700	54,072	51,917	59,500	88	54,656	79
48 Credit & Collection Manager	30,000	38,435	36,750	47,024	35	38,435	35
49 Customer Service Manager	26,616	35,478	35,256	42,144	61	38,726	42
50 Data Processing Manager	52,812	53,470	53,000	56,000	91	53,708	51
51 Employment Manager	26,713	35,276	29,120	42,500	45	39,420	27
52 Human Resources (Personnel) Manager	38,441	45,115	40,800	52,000	132	45,721	94
53 Marketing Manager	39,750	51,994	48,133	62,310	63	53,209	50
54 Office/Administrative Services Manager	26,631	35,585	34,200	44,000	36	35,832	34
55 Payroll Manager	25,000	32,723	32,050	36,567	42	32,723	42
56 Purchasing Manager	37,800	46,782	46,987	53,040	67	46,485	59
57 Records Manager	28,891	33,131	32,430	37,570	14	33,131	14
58 Sales Manager	26,960	34,230	26,960	38,600	475	56,612	50
59 Accounts Payable Manager	27,081	34,167	33,748	38,882	26	33,796	22
60 Computer Operations Supervisor	28,500	35,860	36,900	41,765	59	35,546	38
61 Data Entry Supervisor	22,948	28,623	28,257	35,500	32	27,542	26
62 Mailroom Supervisor	19,240	25,747	23,939	31,100	32	25,747	32

West North Central

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,756	44,550	44,931	51,733	170	43,710	119
42 Auditing Manager	47,000	51,070	48,634	58,592	69	51,738	44
43 Branch Manager	20,261	30,633	31,505	38,372	145	34,590	27
44 Building Services/Facilities Manager	31,800	41,670	40,767	49,069	95	41,297	86
45 Compensation and Benefits Manager	37,165	44,704	43,000	53,976	39	44,026	32
46 Computer Operations Manager	36,254	42,795	41,921	49,504	110	43,590	87
47 Controller	45,894	59,749	55,182	70,143	102	60,232	99
48 Credit & Collection Manager	24,165	36,180	37,709	44,654	67	38,018	59
49 Customer Service Manager	27,910	38,166	35,698	49,107	86	38,535	55
50 Data Processing Manager	42,500	56,070	51,000	66,625	110	58,489	92
51 Employment Manager	33,267	41,482	41,285	49,900	57	39,498	49
52 Human Resources (Personnel) Manager	39,149	46,256	45,150	53,976	136	46,875	117
53 Marketing Manager	42,786	55,829	57,000	66,915	123	53,130	83
54 Office/Administrative Services Manager	22,884	30,373	28,033	32,554	250	39,267	82
55 Payroll Manager	26,928	32,088	28,511	35,570	105	34,941	66
56 Purchasing Manager	43,243	50,013	55,455	55,455	192	43,317	82
57 Records Manager	55,455	51,018	55,455	55,455	122	30,850	22
58 Sales Manager	48,000	52,084	52,164	59,640	136	52,906	50
59 Accounts Payable Manager	21,408	25,947	22,800	27,300	113	31,376	49
60 Computer Operations Supervisor	28,356	33,206	33,043	36,200	68	34,106	52
61 Data Entry Supervisor	23,321	27,546	26,539	30,384	59	27,708	44
62 Mailroom Supervisor	21,330	26,972	27,480	32,554	119	24,209	66

TABLE : A-11

REGION
West

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	39,432	45,561	44,400	50,000	68	44,809	42
42 Auditing Manager	48,816	54,457	53,110	61,035	14	54,726	12
43 Branch Manager	23,334	29,637	23,334	38,658	127	46,099	14
44 Building Services/Facilities Manager	38,001	43,649	41,340	49,447	29	43,649	29
45 Compensation and Benefits Manager	52,548	53,446	55,956	60,000	10	53,446	10
46 Computer Operations Manager	42,000	51,928	51,000	58,908	40	50,955	35
47 Controller	48,000	60,322	55,500	68,040	41	60,350	37
48 Credit & Collection Manager	32,892	40,624	38,641	44,628	23	41,342	21
49 Customer Service Manager	26,773	35,601	33,888	39,000	40	38,311	27
50 Data Processing Manager	58,164	59,406	60,085	65,976	39	55,719	21
51 Employment Manager	36,000	43,329	40,409	51,000	14	41,838	13
52 Human Resources (Personnel) Manager	43,860	53,145	50,000	60,000	43	53,090	40
53 Marketing Manager	43,183	56,397	47,052	61,500	35	60,493	23
54 Office/Administrative Services Manager	26,864	36,877	37,750	42,250	29	36,925	25
55 Payroll Manager	30,000	37,081	36,536	42,900	27	37,437	26
56 Purchasing Manager	35,925	41,823	40,818	47,627	31	42,101	29
57 Records Manager	32,461	35,190	33,960	37,000	6	35,190	6
58 Sales Manager	40,500	55,859	57,430	65,000	49	53,330	22
59 Accounts Payable Manager	26,400	30,779	32,650	34,344	18	30,979	17
60 Computer Operations Supervisor	36,662	42,220	43,260	48,524	31	41,360	15
61 Data Entry Supervisor	28,350	29,980	29,237	30,672	23	29,781	15
62 Mailroom Supervisor	25,800	29,382	29,070	31,788	19	29,401	18

TABLE : A-12

COMPANY SIZE (USA)

1 - 100 EMPLOYEES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	32,004	40,265	36,000	50,000	79	39,014	68
42 Auditing Manager	46,000	48,202	51,000	51,000	15	45,671	6
43 Branch Manager	27,000	39,114	34,100	49,500	61	42,385	39
44 Building Services/Facilities Manager	22,150	32,840	34,010	39,520	25	32,840	25
45 Compensation and Benefits Manager	32,750	41,375	41,000	50,000	5	41,375	5
46 Computer Operations Manager	30,000	39,834	41,616	48,378	29	39,834	29
47 Controller	39,000	48,027	46,585	58,240	85	48,027	85
48 Credit & Collection Manager	23,400	32,172	30,640	34,250	26	32,172	26
49 Customer Service Manager	24,785	32,697	31,040	40,000	54	33,250	45
50 Data Processing Manager	40,201	50,555	49,573	57,500	37	50,555	37
51 Employment Manager	35,984	39,814	39,814	43,644	3	39,814	3
52 Human Resources (Personnel) Manager	30,498	42,416	41,012	50,000	65	42,134	64
53 Marketing Manager	32,000	47,536	48,000	60,000	57	49,779	50
54 Office/Administrative Services Manager	23,100	31,766	28,033	38,300	101	33,266	88
55 Payroll Manager	22,575	27,150	28,500	30,500	9	27,150	9
56 Purchasing Manager	32,000	38,131	38,126	42,400	26	38,131	26
57 Records Manager	18,550	27,775	27,775	37,000	3	27,775	3
58 Sales Manager	35,000	48,495	46,919	60,262	81	51,104	57
59 Accounts Payable Manager	19,750	26,061	23,700	33,245	8	26,061	8
60 Computer Operations Supervisor	29,050	32,812	31,700	35,300	26	33,466	21
61 Data Entry Supervisor	21,000	25,269	24,560	29,000	17	25,269	17
62 Mailroom Supervisor	19,003	21,148	20,662	23,600	17	21,148	17

101 - 250 EMPLOYEES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,400	43,204	41,500	49,900	122	41,794	98
42 Auditing Manager	48,425	50,055	50,000	55,000	76	46,770	19
43 Branch Manager	24,800	33,258	30,499	35,808	147	43,358	33
44 Building Services/Facilities Manager	31,550	38,293	37,400	43,900	70	37,939	68
45 Compensation and Benefits Manager	36,866	45,097	44,250	48,589	17	45,626	16
46 Computer Operations Manager	35,400	42,636	40,430	50,775	54	42,636	54
47 Controller	43,000	56,636	53,500	63,600	121	57,079	112
48 Credit & Collection Manager	28,000	36,602	37,500	42,000	59	36,446	57
49 Customer Service Manager	26,616	33,658	30,500	38,709	75	35,784	56
50 Data Processing Manager	41,550	49,731	50,480	56,000	73	49,478	70
51 Employment Manager	31,500	38,810	37,535	46,940	18	38,737	16
52 Human Resources (Personnel) Manager	35,000	43,509	41,400	50,700	134	43,198	129
53 Marketing Manager	43,000	55,559	52,222	62,376	90	53,337	74
54 Office/Administrative Services Manager	29,700	40,222	35,500	47,612	56	40,257	55
55 Payroll Manager	26,000	32,460	30,600	38,300	42	32,566	41
56 Purchasing Manager	31,000	40,320	37,992	46,500	57	40,415	56
57 Records Manager	17,914	25,635	23,254	34,503	14	25,635	14
58 Sales Manager	42,000	53,163	52,610	66,200	128	56,195	58
59 Accounts Payable Manager	26,004	30,430	28,000	32,100	24	30,430	24
60 Computer Operations Supervisor	26,780	33,787	31,556	39,046	36	34,316	34
61 Data Entry Supervisor	22,730	27,526	25,899	28,047	31	27,255	29
62 Mailroom Supervisor	19,084	23,710	23,014	27,300	36	23,710	36

TABLE : A-13

COMPANY SIZE (USA)

251 - 500 EMPLOYEES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	37,133	43,205	41,992	49,000	98	43,372	83
42 Auditing Manager	40,692	50,488	50,472	59,280	26	49,975	24
43 Branch Manager	31,153	36,688	38,563	42,503	142	39,600	21
44 Building Services/Facilities Manager	33,336	40,169	40,200	46,000	58	40,169	58
45 Compensation and Benefits Manager	35,000	44,745	46,500	54,720	21	44,745	21
46 Computer Operations Manager	36,407	44,326	44,520	49,769	67	45,269	61
47 Controller	48,898	61,181	55,010	74,160	90	61,648	78
48 Credit & Collection Manager	32,200	40,797	38,748	48,106	43	40,908	42
49 Customer Service Manager	27,025	37,731	37,085	44,370	81	38,980	56
50 Data Processing Manager	45,000	54,649	51,000	63,550	75	55,591	62
51 Employment Manager	29,900	37,724	38,850	45,000	24	37,939	23
52 Human Resources (Personnel) Manager	41,000	50,959	48,200	59,280	101	51,076	97
53 Marketing Manager	44,872	61,000	54,315	73,200	79	61,841	57
54 Office/Administrative Services Manager	32,500	38,082	37,260	42,500	45	38,480	42
55 Payroll Manager	28,600	32,448	30,361	36,321	50	32,655	49
56 Purchasing Manager	38,368	45,336	45,648	51,603	68	45,455	63
57 Records Manager	28,845	33,913	30,757	41,725	12	33,913	12
58 Sales Manager	40,500	53,700	53,804	61,360	86	55,711	45
59 Accounts Payable Manager	27,760	33,549	30,845	36,700	30	33,803	29
60 Computer Operations Supervisor	28,686	34,485	32,722	39,500	48	34,219	37
61 Data Entry Supervisor	22,135	25,342	24,719	28,980	28	25,883	20
62 Mailroom Supervisor	18,580	24,488	21,993	29,350	33	24,488	33

501 - 1,000 EMPLOYEES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	37,300	44,974	44,800	52,200	110	46,058	64
42 Auditing Manager	45,000	51,458	48,492	55,784	38	52,071	35
43 Branch Manager	30,051	34,372	31,250	47,012	176	31,999	9
44 Building Services/Facilities Manager	35,672	45,024	46,700	54,360	63	44,488	56
45 Compensation and Benefits Manager	37,575	48,618	47,425	54,866	25	48,618	25
46 Computer Operations Manager	42,700	50,083	49,700	56,940	62	49,923	59
47 Controller	42,300	56,177	52,029	65,595	64	60,838	48
48 Credit & Collection Manager	31,850	40,671	38,000	47,500	29	41,162	27
49 Customer Service Manager	29,527	40,118	39,813	46,750	36	40,870	31
50 Data Processing Manager	48,620	61,555	59,869	74,000	46	61,340	45
51 Employment Manager	33,800	39,159	37,700	45,312	35	39,866	31
52 Human Resources (Personnel) Manager	43,000	52,103	49,580	56,600	68	52,281	62
53 Marketing Manager	43,000	59,338	57,246	72,744	51	61,882	32
54 Office/Administrative Services Manager	27,624	41,274	40,100	45,150	33	44,717	25
55 Payroll Manager	28,076	35,027	30,230	41,554	56	36,566	44
56 Purchasing Manager	36,500	47,292	44,780	54,375	57	46,044	52
57 Records Manager	31,920	33,585	32,446	34,299	17	33,550	16
58 Sales Manager	43,618	58,980	60,168	69,256	31	58,772	14
59 Accounts Payable Manager	23,001	27,170	23,001	27,352	69	32,738	28
60 Computer Operations Supervisor	29,744	35,244	34,356	38,000	57	36,350	34
61 Data Entry Supervisor	22,235	28,235	29,120	31,446	47	28,956	30
62 Mailroom Supervisor	23,388	26,631	27,480	30,132	46	26,575	45

TABLE : A-14

COMPANY SIZE (USA)
MORE-THAN 1,000 EMPLOYEES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,171	45,558	42,071	51,000	144	45,747	85
42 Auditing Manager	38,598	48,016	48,010	54,350	73	49,249	46
43 Branch Manager	23,334	30,248	28,830	30,134	311	35,940	13
44 Building Services/Facilities Manager	37,908	47,312	44,100	54,400	103	49,536	81
45 Compensation and Benefits Manager	36,600	47,832	41,587	57,348	46	48,891	40
46 Computer Operations Manager	40,264	48,188	45,634	57,060	100	49,543	71
47 Controller	54,002	70,001	63,871	83,354	66	72,029	56
48 Credit & Collection Manager	30,025	38,826	40,478	49,302	45	42,869	36
49 Customer Service Manager	31,463	39,933	41,879	48,870	76	40,643	38
50 Data Processing Manager	44,327	50,403	44,327	53,000	261	61,405	56
51 Employment Manager	29,000	39,781	39,303	47,861	98	41,165	66
52 Human Resources (Personnel) Manager	38,441	53,012	51,852	63,192	136	56,954	67
53 Marketing Manager	42,936	54,391	51,900	66,915	81	52,235	36
54 Office/Administrative Services Manager	22,884	31,025	34,322	34,322	277	40,903	31
55 Payroll Manager	26,928	36,829	35,750	45,135	152	37,580	79
56 Purchasing Manager	38,040	47,432	47,200	53,481	83	47,970	74
57 Records Manager	38,949	37,333	38,949	38,949	53	35,770	19
58 Sales Manager	26,960	33,475	26,960	40,158	462	48,793	19
59 Accounts Payable Manager	21,408	28,237	22,884	32,650	128	34,480	60
60 Computer Operations Supervisor	32,982	36,375	32,982	40,213	163	38,271	56
61 Data Entry Supervisor	23,321	27,295	25,078	29,100	82	28,732	41
62 Mailroom Supervisor	24,236	25,242	24,236	24,236	198	27,060	65

TABLE : A-15

TYPE OF BUSINESS (USA)

MANUFACTURING / CONSTRUCTION

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,620	44,108	42,180	51,577	122	43,712	93
42 Auditing Manager	45,600	53,545	53,500	60,775	22	53,696	19
43 Branch Manager	42,000	45,322	44,000	44,000	22	51,731	9
44 Building Services/Facilities Manager	36,862	45,359	44,610	53,521	72	44,242	65
45 Compensation and Benefits Manager	37,100	52,149	53,460	59,200	19	52,149	19
46 Computer Operations Manager	39,400	45,383	46,440	51,558	62	46,493	56
47 Controller	47,300	58,155	54,780	68,000	126	58,090	111
48 Credit & Collection Manager	30,000	38,657	37,300	44,808	72	38,692	71
49 Customer Service Manager	28,140	39,242	39,000	49,107	98	39,132	80
50 Data Processing Manager	45,420	54,430	52,065	63,100	74	54,498	73
51 Employment Manager	30,550	41,657	37,492	52,294	25	42,584	23
52 Human Resources (Personnel) Manager	39,875	47,774	47,640	54,848	128	47,563	116
53 Marketing Manager	51,792	61,102	60,000	67,000	139	58,706	77
54 Office/Administrative Services Manager	29,700	38,767	33,550	43,000	32	38,767	32
55 Payroll Manager	27,352	34,773	31,000	41,500	52	34,592	51
56 Purchasing Manager	38,303	47,347	46,150	53,841	113	47,079	104
57 Records Manager	26,000	36,717	40,450	43,700	3	36,717	3
58 Sales Manager	48,168	55,889	56,815	61,360	186	60,021	76
59 Accounts Payable Manager	26,302	32,492	29,260	37,149	41	31,927	37
60 Computer Operations Supervisor	32,300	35,908	35,233	38,600	39	36,377	33
61 Data Entry Supervisor	24,560	32,176	31,600	35,500	11	32,086	10
62 Mailroom Supervisor	22,044	26,673	25,890	32,100	20	26,673	20

BANKING / FINANCE

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	38,353	46,350	41,000	55,789	57	41,407	34
42 Auditing Manager	38,976	50,271	51,767	56,500	58	49,488	33
43 Branch Manager	23,334	28,316	28,830	31,153	569	30,245	36
44 Building Services/Facilities Manager	36,470	40,960	37,908	46,400	42	41,545	32
45 Compensation and Benefits Manager	36,600	48,268	42,800	54,696	16	50,020	14
46 Computer Operations Manager	32,448	42,990	40,716	57,060	42	42,756	33
47 Controller	45,500	67,807	59,184	91,300	38	68,268	37
48 Credit & Collection Manager	23,340	32,787	32,000	38,690	35	35,674	25
49 Customer Service Manager	22,000	32,183	29,544	33,500	34	34,442	23
50 Data Processing Manager	47,102	61,089	58,164	71,050	36	60,925	29
51 Employment Manager	37,056	41,102	42,500	42,528	34	40,139	24
52 Human Resources (Personnel) Manager	39,494	55,809	52,188	67,125	37	55,091	35
53 Marketing Manager	42,936	52,232	47,052	57,246	46	55,051	30
54 Office/Administrative Services Manager	34,400	40,996	38,000	39,592	10	40,996	10
55 Payroll Manager	26,000	34,626	33,639	36,875	30	34,626	30
56 Purchasing Manager	32,561	42,379	41,988	50,269	23	42,379	23
57 Records Manager	23,800	27,505	30,500	33,200	10	27,505	10
58 Sales Manager	52,164	51,257	52,164	52,164	40	48,131	9
59 Accounts Payable Manager	27,582	30,213	30,100	34,000	20	30,895	18
60 Computer Operations Supervisor	26,220	33,611	33,166	36,662	37	32,331	19
61 Data Entry Supervisor	23,044	25,152	23,064	28,807	29	25,287	18
62 Mailroom Supervisor	20,820	26,168	26,330	30,924	38	26,096	29

TYPE OF BUSINESS (USA)

INSURANCE

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	43,165	48,428	48,970	52,812	77	47,843	60
42 Auditing Manager	42,000	52,531	48,240	62,790	23	52,531	23
43 Branch Manager	51,785	58,851	52,063	75,565	37	55,843	14
44 Building Services/Facilities Manager	30,060	41,299	41,340	51,844	46	41,299	46
45 Compensation and Benefits Manager	45,750	50,160	50,770	54,500	13	50,160	13
46 Computer Operations Manager	40,430	49,868	48,320	58,908	47	49,476	41
47 Controller	51,983	64,181	58,808	75,500	42	65,424	38
48 Credit & Collection Manager	33,197	42,703	43,489	47,277	9	42,703	9
49 Customer Service Manager	36,086	42,940	41,613	48,870	33	42,496	17
50 Data Processing Manager	50,730	57,320	56,050	65,788	92	58,208	43
51 Employment Manager	37,700	43,235	41,288	46,300	17	43,235	17
52 Human Resources (Personnel) Manager	39,900	48,963	47,500	55,000	54	48,482	50
53 Marketing Manager	50,286	69,996	63,609	79,700	35	74,115	27
54 Office/Administrative Services Manager	32,834	42,594	41,159	48,160	48	43,059	46
55 Payroll Manager	28,400	34,322	31,247	41,990	30	34,744	29
56 Purchasing Manager	34,058	41,200	39,768	47,200	18	41,200	18
57 Records Manager	23,698	28,396	24,758	32,210	17	28,881	15
58 Sales Manager	41,252	56,261	54,305	71,192	40	55,113	20
59 Accounts Payable Manager	29,536	35,953	34,344	37,800	14	36,982	13
60 Computer Operations Supervisor	28,577	35,240	34,955	40,213	64	34,419	36
61 Data Entry Supervisor	22,948	27,503	28,024	29,555	41	26,945	29
62 Mailroom Supervisor	21,256	25,818	25,909	30,132	46	25,717	44

BUSINESS / HEALTHCARE SERVICE

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	33,280	40,734	38,500	48,468	67	39,151	51
42 Auditing Manager	48,425	48,917	50,000	50,000	48	47,245	8
43 Branch Manager	30,000	37,430	38,658	39,400	53	42,360	21
44 Building Services/Facilities Manager	34,525	40,469	41,848	45,117	44	40,147	40
45 Compensation and Benefits Manager	35,224	39,965	38,414	43,555	25	40,139	22
46 Computer Operations Manager	38,480	43,590	41,999	49,504	48	43,796	40
47 Controller	43,000	50,644	49,750	60,923	48	50,509	45
48 Credit & Collection Manager	25,980	39,031	39,798	49,279	27	39,843	26
49 Customer Service Manager	22,000	33,298	34,700	44,100	48	35,363	27
50 Data Processing Manager	38,688	49,144	45,337	56,000	33	51,336	25
51 Employment Manager	26,713	30,258	26,713	32,254	37	32,789	22
52 Human Resources (Personnel) Manager	38,441	41,292	38,441	43,142	85	43,113	53
53 Marketing Manager	41,538	47,596	44,034	53,600	30	47,749	29
54 Office/Administrative Services Manager	24,000	32,838	28,033	35,225	49	35,283	38
55 Payroll Manager	28,200	32,179	32,500	36,184	29	32,066	26
56 Purchasing Manager	32,500	40,897	41,964	48,400	29	40,392	28
57 Records Manager	23,254	31,798	32,100	40,251	11	31,798	11
58 Sales Manager	26,960	27,722	26,960	26,960	367	38,299	20
59 Accounts Payable Manager	25,962	30,001	29,311	32,740	21	30,799	18
60 Computer Operations Supervisor	27,664	33,416	31,700	38,064	39	35,069	28
61 Data Entry Supervisor	21,646	24,898	24,174	26,750	23	25,943	18
62 Mailroom Supervisor	19,350	22,205	20,929	24,890	30	22,490	25

TYPE OF BUSINESS (USA)

RETAIL / WHOLESALE / DISTRIBUTION

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	33,289	38,055	38,215	43,000	45	39,484	36
42 Auditing Manager	40,692	47,962	46,194	57,000	3	47,962	3
43 Branch Manager	35,000	37,074	38,761	39,401	32	38,285	10
44 Building Services/Facilities Manager	31,500	39,229	39,500	46,800	15	39,229	15
45 Compensation and Benefits Manager	25,500	29,009	27,179	31,000	6	29,009	6
46 Computer Operations Manager	37,253	45,917	47,300	56,940	19	44,620	17
47 Controller	42,300	53,870	52,250	62,568	38	55,420	34
48 Credit & Collection Manager	30,517	38,914	37,932	49,500	24	38,914	24
49 Customer Service Manager	29,464	35,357	30,740	41,400	26	36,634	22
50 Data Processing Manager	41,136	53,499	53,000	67,718	24	53,499	24
51 Employment Manager	31,400	35,231	33,725	34,449	10	35,427	8
52 Human Resources (Personnel) Manager	33,000	47,066	44,340	52,800	31	47,066	31
53 Marketing Manager	44,872	61,593	53,610	60,750	22	61,777	20
54 Office/Administrative Services Manager	24,544	34,148	34,943	39,700	28	34,345	25
55 Payroll Manager	28,500	33,665	34,403	38,300	15	33,665	15
56 Purchasing Manager	30,000	40,734	37,800	48,000	24	41,001	22
57 Records Manager	21,000	25,518	25,518	30,035	2	25,518	2
58 Sales Manager	36,000	54,573	50,128	60,000	38	54,811	29
59 Accounts Payable Manager	26,000	30,009	26,448	36,000	17	30,231	16
60 Computer Operations Supervisor	24,400	33,720	32,750	40,103	10	33,720	10
61 Data Entry Supervisor	25,155	27,848	27,713	28,127	12	28,086	11
62 Mailroom Supervisor	21,000	23,560	23,045	26,215	7	23,560	7

UTILITIES / TRANSPORTATION / COMMUNICATIONS

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	35,576	46,366	39,409	57,660	34	47,500	20
42 Auditing Manager	47,217	50,863	48,181	56,376	12	52,919	9
43 Branch Manager	20,100	30,133	30,000	40,300	3	30,133	3
44 Building Services/Facilities Manager	36,920	45,490	39,404	53,578	19	46,350	17
45 Compensation and Benefits Manager	40,622	56,471	60,617	60,617	5	55,435	4
46 Computer Operations Manager	35,100	45,060	44,221	54,072	14	45,837	13
47 Controller	55,000	69,915	69,512	83,000	19	69,962	17
48 Credit & Collection Manager	22,941	35,994	38,000	43,613	13	35,994	13
49 Customer Service Manager	26,773	34,740	34,422	38,600	18	35,802	15
50 Data Processing Manager	46,400	57,101	54,046	65,793	16	56,903	14
51 Employment Manager	40,416	49,644	47,861	61,377	11	46,611	7
52 Human Resources (Personnel) Manager	44,100	53,738	59,502	63,192	37	48,141	18
53 Marketing Manager	36,754	48,592	42,123	54,340	23	51,429	14
54 Office/Administrative Services Manager	26,499	42,984	43,100	50,164	7	42,984	7
55 Payroll Manager	25,700	38,566	42,512	49,100	14	37,480	13
56 Purchasing Manager	41,499	51,431	52,724	58,181	14	50,306	12
57 Records Manager	34,486	47,266	45,153	62,158	4	47,266	4
58 Sales Manager	50,358	57,676	58,186	72,852	20	52,460	12
59 Accounts Payable Manager	32,650	41,646	41,136	45,806	11	41,697	10
60 Computer Operations Supervisor	31,595	37,607	35,485	47,856	23	39,102	11
61 Data Entry Supervisor	21,063	27,172	23,699	33,281	4	27,172	4
62 Mailroom Supervisor	19,120	28,709	33,744	35,683	13	27,702	11

TABLE : A-18

TYPE OF BUSINESS (USA)
EDUCATION / GOVERNMENT / NON PROFIT

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	31,075	38,909	35,245	42,500	62	41,000	45
42 Auditing Manager	34,859	40,815	37,382	45,312	18	41,808	16
43 Branch Manager		33,076	31,505		14	37,004	2
44 Building Services/Facilities Manager	28,676	39,435	38,303	49,069	51	40,555	46
45 Compensation and Benefits Manager	31,166	38,560	36,687	42,000	13	39,176	12
46 Computer Operations Manager	39,744	44,660	44,633	48,378	29	44,660	29
47 Controller	35,245	47,495	43,190	53,500	51	51,345	40
48 Credit & Collection Manager		31,240	31,240		2	31,240	2
49 Customer Service Manager	23,374	30,886	29,502	35,698	36	34,119	19
50 Data Processing Manager	38,960	50,562	47,728	56,576	45	53,401	37
51 Employment Manager	31,776	37,083	34,029	43,650	27	37,614	23
52 Human Resources (Personnel) Manager	41,017	48,422	48,625	55,000	60	49,092	54
53 Marketing Manager	24,030	35,124	28,549	38,850	26	37,469	21
54 Office/Administrative Services Manager	22,884	25,223	22,884	26,130	140	31,909	32
55 Payroll Manager	26,928	29,868	26,928	28,523	74	34,412	27
56 Purchasing Manager	31,872	40,367	40,586	46,987	34	41,625	30
57 Records Manager	29,315	34,689	34,112	34,112	8	34,834	7
58 Sales Manager	25,223	34,957	25,223	38,733	14	45,684	6
59 Accounts Payable Manager	21,408	23,576	22,884	23,001	114	30,788	17
60 Computer Operations Supervisor	32,004	36,257	34,992	40,517	30	38,130	23
61 Data Entry Supervisor	20,150	26,048	25,685	28,762	32	27,730	20
62 Mailroom Supervisor	20,820	25,503	24,004	29,153	30	25,698	29

ALL OTHER BUSINESSES

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	39,610	45,090	44,931	49,869	97	44,405	62
42 Auditing Manager	48,500	50,008	48,634	55,000	52	48,390	20
43 Branch Manager	47,012	46,848	47,012	47,012	107	46,888	20
44 Building Services/Facilities Manager	35,162	46,104	46,430	55,020	33	46,213	30
45 Compensation and Benefits Manager	47,400	56,014	53,976	60,000	20	56,558	16
46 Computer Operations Manager	38,837	49,569	48,525	57,084	48	50,127	45
47 Controller	43,000	59,434	56,325	74,160	65	59,048	58
48 Credit & Collection Manager	38,700	43,383	41,912	47,256	21	43,646	19
49 Customer Service Manager	32,296	40,740	38,500	43,500	32	38,652	24
50 Data Processing Manager	53,000	54,721	53,000	53,000	61	56,566	26
51 Employment Manager	40,402	47,610	53,976	54,000	23	45,220	17
52 Human Resources (Personnel) Manager	40,000	53,428	53,976	64,000	78	51,329	64
53 Marketing Manager	38,500	49,709	49,000	62,376	36	48,779	32
54 Office/Administrative Services Manager	30,780	35,717	32,554	38,400	117	39,653	53
55 Payroll Manager	30,600	37,489	36,940	44,000	32	37,489	32
56 Purchasing Manager	55,455	53,404	55,455	55,455	135	46,332	32
57 Records Manager	55,455	53,761	55,455	55,455	111	38,356	11
58 Sales Manager	40,778	49,079	50,029	50,029	89	49,188	23
59 Accounts Payable Manager	28,080	35,554	33,496	39,050	19	35,554	19
60 Computer Operations Supervisor	35,720	41,042	38,946	50,572	33	38,529	19
61 Data Entry Supervisor	25,300	29,921	28,514	36,550	31	29,272	22
62 Mailroom Supervisor	26,460	29,533	32,554	32,554	75	25,568	33

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METROPOLITAN AREAS

Atlanta - Northwest Georgia

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	41,499	40,906	43,234	44,967	6	40,093	5
42 Auditing Manager					1		1
43 Branch Manager					1		1
44 Building Services/Facilities Manager		30,584	30,584		2	30,584	2
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	26,250	43,406	47,300	56,668	3	43,406	3
47 Controller					1		1
49 Customer Service Manager	31,179	32,350	34,800	35,171	5	32,350	5
50 Data Processing Manager		53,740	53,740		2	53,740	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager		57,240	57,240		2	57,240	2
53 Marketing Manager					1		1
54 Office/Administrative Services Manager	39,201	42,900	42,891	46,599	4	42,900	4
55 Payroll Manager					1		1
56 Purchasing Manager					1		1
58 Sales Manager					1		1
59 Accounts Payable Manager					1		1
60 Computer Operations Supervisor	30,976	32,326	30,976	33,900	5	33,225	3
62 Mailroom Supervisor					1		1

Battle Creek / Kalamazoo, MI

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	38,022	47,590	56,100	56,100	7	41,207	4
43 Branch Manager					5		1
44 Building Services/Facilities Manager	26,358	38,434	39,108	50,510	4	38,434	4
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager		53,740	53,740		2	53,740	2
47 Controller	42,491	55,127	50,625	65,000	6	55,127	6
48 Credit & Collection Manager		44,214	44,214		2	44,214	2
49 Customer Service Manager	42,282	53,106	42,396	74,640	3	53,106	3
50 Data Processing Manager	38,808	57,596	52,800	81,180	4	57,596	4
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	40,000	53,546	48,532	57,192	6	53,546	6
53 Marketing Manager	67,000	87,973	90,000	106,920	3	87,973	3
54 Office/Administrative Services Manager					2		1
55 Payroll Manager					1		1
56 Purchasing Manager	43,932	60,184	59,040	77,580	3	60,184	3
57 Records Manager		32,736	32,736		2	32,736	2
58 Sales Manager	30,541	50,324	58,701	58,701	13	61,056	4
59 Accounts Payable Manager		43,827	52,200		3	39,641	2
60 Computer Operations Supervisor					1		1
61 Data Entry Supervisor					1		1
62 Mailroom Supervisor	18,000	28,194	33,060	33,522	3	28,194	3

TABLE : A-20

METROPOLITAN AREAS

Binghampton, NY

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	39,839	39,183	41,000	41,000	5	38,729	4
43 Branch Manager					1		1
44 Building Services/Facilities Manager	38,014	42,470	44,586	46,926	4	42,470	4
45 Compensation and Benefits Manager		33,320	31,166		3	34,397	2
46 Computer Operations Manager	40,123	44,692	43,016	50,800	6	44,692	6
47 Controller	59,318	70,909	69,928	82,500	4	70,909	4
48 Credit & Collection Manager		31,390	31,390		2	31,390	2
49 Customer Service Manager	24,676	39,934	46,000	54,200	5	36,367	4
50 Data Processing Manager	31,148	43,874	43,728	56,600	4	43,874	4
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	42,155	50,046	51,080	58,400	8	49,510	7
53 Marketing Manager		51,344	51,900		7	49,953	2
54 Office/Administrative Services Manager					1		1
55 Payroll Manager		34,050	34,050		2	34,050	2
56 Purchasing Manager	38,000	44,962	45,573	47,900	5	44,962	5
58 Sales Manager		57,342	57,600		7	56,698	2
59 Accounts Payable Manager		30,541	30,541		2	30,541	2
60 Computer Operations Supervisor	35,800	37,111	36,260	38,422	4	37,548	3
61 Data Entry Supervisor					1		1
62 Mailroom Supervisor					1		1

Boston, MA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	33,375	48,311	46,124	62,000	7	50,800	6
42 Auditing Manager		68,980	72,475		5	63,738	2
43 Branch Manager		56,100	60,000		7	55,450	2
44 Building Services/Facilities Manager	39,154	42,481	41,500	50,000	9	40,335	5
45 Compensation and Benefits Manager		74,250	74,250		2	74,250	2
46 Computer Operations Manager	44,736	53,666	60,125	60,125	9	50,437	6
47 Controller	55,000	92,955	73,330	145,500	6	92,955	6
48 Credit & Collection Manager	42,400	52,475	55,700	62,550	4	52,475	4
49 Customer Service Manager	30,595	36,945	39,090	43,295	4	36,230	3
50 Data Processing Manager		77,100	77,100		2	77,100	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	46,500	63,635	48,425	52,500	6	66,677	5
53 Marketing Manager	75,200	80,200	75,200	75,200	9	98,813	4
54 Office/Administrative Services Manager					1		1
55 Payroll Manager		47,588	47,588		2	47,588	2
56 Purchasing Manager		70,200	70,200		2	70,200	2
59 Accounts Payable Manager	29,536	35,180	33,705	42,300	3	35,180	3
60 Computer Operations Supervisor	34,356	42,891	43,896	51,850	10	40,930	5
61 Data Entry Supervisor		27,383	28,634		4	26,132	2
62 Mailroom Supervisor	26,333	33,004	35,178	39,676	4	30,780	3

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METROPOLITAN AREAS

Buffalo, NY

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	29,000	46,120	40,500	69,964	25	42,416	13
42 Auditing Manager		52,450	56,500		4	48,400	2
43 Branch Manager		32,010	33,941		17	28,471	2
44 Building Services/Facilities Manager	30,160	39,007	36,907	53,000	13	37,727	12
46 Computer Operations Manager	37,924	44,881	45,557	51,212	12	44,881	12
47 Controller	40,000	52,284	44,720	70,200	25	50,576	23
48 Credit & Collection Manager	22,600	29,938	27,000	38,160	8	29,938	8
49 Customer Service Manager	28,650	36,030	33,486	41,420	12	36,030	12
50 Data Processing Manager	33,330	45,011	38,950	61,182	8	45,011	8
51 Employment Manager	35,984	39,995	39,000	45,000	3	39,995	3
52 Human Resources (Personnel) Manager	32,800	46,642	44,940	53,000	22	45,645	19
53 Marketing Manager	53,000	55,994	55,200	61,000	13	54,658	11
54 Office/Administrative Services Manager	23,400	28,534	26,000	33,800	7	28,534	7
55 Payroll Manager	29,009	36,226	30,460	44,900	7	36,226	7
56 Purchasing Manager	33,108	43,367	41,352	52,080	15	42,744	14
57 Records Manager					1		1
58 Sales Manager	45,000	53,730	60,168	60,168	21	52,830	14
59 Accounts Payable Manager	26,958	32,419	29,700	40,600	3	32,419	3
60 Computer Operations Supervisor	27,700	33,626	29,645	32,100	5	33,626	5
61 Data Entry Supervisor	20,250	31,111	26,422	41,972	4	31,111	4
62 Mailroom Supervisor	18,297	22,678	20,842	27,060	4	22,678	4

Charlotte, NC

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	35,000	39,461	40,500	45,000	5	39,461	5
42 Auditing Manager	48,425	49,179	50,000	50,000	43	48,206	3
43 Branch Manager		72,900	72,900		2	72,900	2
44 Building Services/Facilities Manager		41,503	41,503		2	41,503	2
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	40,900	44,554	46,800	48,209	4	44,554	4
47 Controller	52,500	60,900	54,000	62,400	6	60,900	6
48 Credit & Collection Manager					1		1
49 Customer Service Manager	30,480	41,160	46,500	46,500	3	41,160	3
50 Data Processing Manager		52,809	52,809		2	52,809	2
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	43,350	64,237	51,290	85,124	5	64,237	5
53 Marketing Manager		49,250	49,250		2	49,250	2
54 Office/Administrative Services Manager	35,500	50,416	38,276	80,000	8	50,416	8
55 Payroll Manager		38,612	38,612		2	38,612	2
56 Purchasing Manager		39,757	39,757		2	39,757	2
57 Records Manager					1		1
58 Sales Manager	31,024	35,191	31,024	40,852	6	39,359	3
59 Accounts Payable Manager					1		1
60 Computer Operations Supervisor	31,700	32,171	31,700	31,700	7	32,800	3
61 Data Entry Supervisor					1		1
62 Mailroom Supervisor	23,045	25,523	25,523	28,000	3	25,523	3

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METROPOLITAN AREAS

Dayton, OH

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	38,400	45,498	46,008	49,055	16	45,420	14
42 Auditing Manager	37,763	47,226	40,500	65,100	7	47,226	7
43 Branch Manager		30,095	30,134		71	30,093	2
44 Building Services/Facilities Manager	34,000	47,627	46,800	56,388	14	47,627	14
45 Compensation and Benefits Manager	35,400	46,113	42,000	54,325	13	47,952	11
46 Computer Operations Manager	39,400	50,676	49,920	55,993	13	50,676	13
47 Controller	46,800	55,173	54,249	60,673	22	55,173	22
48 Credit & Collection Manager	29,800	42,396	43,177	52,200	10	42,396	10
49 Customer Service Manager	26,616	34,618	35,256	42,144	19	34,520	12
50 Data Processing Manager	53,000	54,460	53,000	53,000	44	59,423	10
51 Employment Manager	26,713	31,647	26,713	33,000	27	38,253	11
52 Human Resources (Personnel) Manager	38,441	45,022	38,441	52,000	54	49,603	20
53 Marketing Manager	41,723	55,274	55,125	68,834	12	53,125	11
54 Office/Administrative Services Manager	27,492	36,295	34,336	46,000	6	36,295	6
55 Payroll Manager	24,928	34,466	35,400	41,325	12	34,466	12
56 Purchasing Manager	40,000	47,516	46,987	56,097	19	48,666	17
57 Records Manager		34,788	34,788		2	34,788	2
58 Sales Manager	26,960	30,876	26,960	26,960	402	55,317	11
59 Accounts Payable Manager	27,700	34,566	34,000	41,736	9	33,565	8
60 Computer Operations Supervisor	25,450	38,422	40,884	50,572	19	36,459	11
61 Data Entry Supervisor	29,100	33,321	38,832	38,832	9	28,911	5
62 Mailroom Supervisor	19,620	27,093	27,783	29,300	8	27,093	8

Delaware Valley / Philadelphia

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,620	43,686	40,917	50,205	20	43,439	16
42 Auditing Manager	46,003	47,252	47,252	48,500	4	47,252	4
43 Branch Manager	38,378	53,042	38,378	75,565	32	50,989	6
44 Building Services/Facilities Manager	35,940	43,005	40,515	44,100	11	43,005	11
45 Compensation and Benefits Manager	40,000	51,333	55,000	59,000	5	51,333	5
46 Computer Operations Manager	28,620	54,456	54,748	80,000	5	54,456	5
47 Controller	52,520	67,247	63,084	80,030	16	68,960	15
48 Credit & Collection Manager	39,500	40,980	39,900	43,269	10	41,165	9
49 Customer Service Manager	37,000	53,635	46,428	74,000	6	48,544	5
50 Data Processing Manager	53,081	55,800	53,081	53,081	20	58,518	11
51 Employment Manager	29,900	33,480	34,449	34,449	6	34,028	3
52 Human Resources (Personnel) Manager	40,300	49,316	49,000	60,000	17	49,650	15
53 Marketing Manager	43,000	60,922	62,000	75,924	16	61,594	12
54 Office/Administrative Services Manager	24,000	31,693	32,500	33,800	20	35,682	12
55 Payroll Manager	28,500	36,690	39,090	43,800	8	35,268	7
56 Purchasing Manager	40,000	49,338	44,780	50,000	9	49,338	9
57 Records Manager		25,185	24,758		4	25,612	2
58 Sales Manager	28,500	51,024	50,000	72,300	32	50,363	9
59 Accounts Payable Manager	21,938	27,567	26,000	28,000	7	29,006	5
60 Computer Operations Supervisor	33,688	41,257	38,446	48,825	5	41,257	5
61 Data Entry Supervisor	22,197	24,849	24,849	27,500	4	24,849	4
62 Mailroom Supervisor	23,900	25,658	25,000	28,277	10	25,658	10

METROPOLITAN AREAS

Des Moines, IA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	35,576	44,868	44,931	50,600	27	47,289	12
42 Auditing Manager	48,634	52,139	48,634	48,634	16	62,655	4
43 Branch Manager					2		1
44 Building Services/Facilities Manager	33,750	41,580	44,096	48,100	9	41,265	8
45 Compensation and Benefits Manager	43,555	47,732	53,976	53,976	9	42,533	4
46 Computer Operations Manager	35,737	42,219	39,634	49,504	14	42,815	10
47 Controller	43,550	56,335	58,116	60,923	8	56,335	8
48 Credit & Collection Manager	33,125	36,042	36,034	38,959	4	36,042	4
49 Customer Service Manager	27,820	29,764	28,680	29,400	5	29,764	5
50 Data Processing Manager	48,100	55,623	55,309	62,355	14	56,332	13
51 Employment Manager	37,700	44,071	41,538	53,976	11	38,412	7
52 Human Resources (Personnel) Manager	46,764	49,936	53,976	53,976	17	50,930	11
53 Marketing Manager	42,786	54,305	54,142	66,018	11	51,744	8
54 Office/Administrative Services Manager	32,554	33,681	32,554	32,554	49	40,445	7
55 Payroll Manager	28,967	32,656	30,972	36,623	8	32,656	8
56 Purchasing Manager	55,455	54,194	55,455	55,455	109	40,188	9
57 Records Manager	55,455	54,770	55,455	55,455	103	31,953	3
58 Sales Manager	40,778	47,207	41,389	56,450	8	51,064	5
59 Accounts Payable Manager	22,561	31,038	29,066	39,515	4	31,038	4
60 Computer Operations Supervisor	28,356	33,865	32,240	36,734	8	34,652	7
61 Data Entry Supervisor	20,616	25,687	26,639	27,818	10	25,110	7
62 Mailroom Supervisor	32,554	30,145	32,554	32,554	54	22,636	8

Fargo, ND / Moorhead, MN

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	26,000	35,872	30,783	45,743	4	35,872	4
43 Branch Manager		33,333	35,000		3	32,500	2
44 Building Services/Facilities Manager					1		1
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager		54,646	54,646		2	54,646	2
47 Controller	32,000	48,194	37,800	61,772	5	48,194	5
49 Customer Service Manager	16,000	27,733	28,000	39,200	3	27,733	3
50 Data Processing Manager					1		1
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	34,700	47,068	52,200	59,436	4	47,068	4
53 Marketing Manager					1		1
54 Office/Administrative Services Manager					2		1
55 Payroll Manager					1		1
56 Purchasing Manager					1		1
57 Records Manager					1		1
58 Sales Manager	36,000	38,250	36,000	40,500	4	39,000	3
60 Computer Operations Supervisor		19,939	19,939		2	19,939	2

METROPOLITAN AREAS

Fort Wayne, IN

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	45,128	44,738	45,128	45,128	27	43,959	9
42 Auditing Manager	40,692	44,206	48,504	49,320	5	44,206	5
43 Branch Manager		32,101	30,801		18	36,652	2
44 Building Services/Facilities Manager	37,000	48,124	51,774	54,400	15	46,651	12
45 Compensation and Benefits Manager	50,600	55,329	54,732	62,000	5	55,329	5
46 Computer Operations Manager	41,175	45,858	44,520	47,238	10	45,858	10
47 Controller	46,800	54,298	51,193	60,000	13	54,557	12
48 Credit & Collection Manager	30,000	36,631	31,884	42,339	8	36,631	8
49 Customer Service Manager	23,374	30,947	23,374	43,635	16	43,569	6
50 Data Processing Manager	28,739	51,794	56,700	66,120	7	51,794	7
51 Employment Manager	29,120	41,770	44,700	44,700	6	40,305	4
52 Human Resources (Personnel) Manager	38,700	50,608	47,307	59,280	15	50,016	14
53 Marketing Manager	44,872	54,976	53,262	65,450	12	56,480	9
54 Office/Administrative Services Manager	35,886	40,565	35,886	38,300	5	41,734	4
55 Payroll Manager	26,475	34,063	28,600	41,055	8	34,063	8
56 Purchasing Manager	45,995	50,558	53,002	56,640	18	49,618	13
58 Sales Manager	44,431	56,884	50,939	65,350	8	61,035	6
59 Accounts Payable Manager	26,448	34,463	37,400	37,800	5	36,467	4
60 Computer Operations Supervisor	29,082	32,654	30,867	39,420	9	33,100	8
61 Data Entry Supervisor	18,308	21,744	21,156	22,692	5	22,603	4
62 Mailroom Supervisor	24,581	29,720	31,289	34,860	4	29,720	4

Harrisburg, PA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	31,500	42,200	38,177	50,895	21	42,200	21
42 Auditing Manager	38,220	44,130	38,220	48,019	13	47,824	8
43 Branch Manager	22,846	26,082	23,854	23,854	66	35,266	10
44 Building Services/Facilities Manager	33,919	38,465	38,956	45,000	19	38,446	17
45 Compensation and Benefits Manager	28,500	42,962	43,500	56,790	9	40,440	8
46 Computer Operations Manager	38,480	43,836	43,918	50,000	17	43,802	12
47 Controller	40,612	54,128	52,750	59,184	19	54,128	19
48 Credit & Collection Manager	25,000	32,785	33,904	36,242	9	32,353	8
49 Customer Service Manager	20,398	34,211	33,398	48,870	31	33,864	12
50 Data Processing Manager	44,327	45,024	44,327	44,327	146	50,279	15
51 Employment Manager	22,600	35,794	37,083	49,590	7	35,794	7
52 Human Resources (Personnel) Manager	39,494	49,750	47,400	58,968	15	49,750	15
53 Marketing Manager	39,685	46,240	45,171	51,965	11	47,163	8
54 Office/Administrative Services Manager	34,322	34,175	34,322	34,322	144	32,935	17
55 Payroll Manager	43,004	41,216	45,135	45,135	49	32,334	15
56 Purchasing Manager	32,500	41,485	38,707	48,264	13	41,485	13
57 Records Manager	38,949	38,823	38,949	38,949	36	37,814	4
58 Sales Manager	49,199	51,651	49,199	61,282	12	52,571	9
59 Accounts Payable Manager	29,989	34,017	31,824	39,492	6	34,017	6
60 Computer Operations Supervisor	32,982	33,987	32,982	32,982	59	37,632	12
61 Data Entry Supervisor	25,078	26,284	25,078	25,078	26	29,344	8
62 Mailroom Supervisor	24,236	24,094	24,236	24,236	128	22,495	12

METROPOLITAN AREAS

Houston, TX Metropolitan Area

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	30,969	35,959	30,969	32,500	9	42,197	4
42 Auditing Manager		39,694	34,859		4	44,530	2
43 Branch Manager					3		1
44 Building Services/Facilities Manager					1		1
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager					1		1
47 Controller		39,836	40,254		3	39,627	2
48 Credit & Collection Manager		55,320	55,320		2	55,320	2
49 Customer Service Manager	26,000	31,550	30,000	37,100	4	31,550	4
50 Data Processing Manager					1		1
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	35,700	52,307	46,800	74,420	3	52,307	3
53 Marketing Manager		43,360	43,360		2	43,360	2
54 Office/Administrative Services Manager	24,000	37,200	43,100	44,500	3	37,200	3
55 Payroll Manager					1		1
56 Purchasing Manager					1		1
58 Sales Manager		39,618	44,704		4	34,532	2
59 Accounts Payable Manager		41,133	41,133		2	41,133	2
60 Computer Operations Supervisor					1		1
61 Data Entry Supervisor		20,716	18,034		4	23,398	2
62 Mailroom Supervisor	19,822	27,641	25,300	37,800	3	27,641	3

Indianapolis, IN

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	34,780	43,303	44,800	52,200	16	40,740	12
42 Auditing Manager	53,768	51,072	55,000	55,000	17	44,075	6
43 Branch Manager		31,299	30,499		15	31,700	2
44 Building Services/Facilities Manager	24,575	37,186	35,200	53,600	12	37,186	12
45 Compensation and Benefits Manager		57,475	57,475		2	57,475	2
46 Computer Operations Manager	32,448	40,590	36,224	50,650	8	43,304	6
47 Controller	43,500	53,188	46,500	57,428	8	53,188	8
48 Credit & Collection Manager		26,334	26,334		2	26,334	2
49 Customer Service Manager	33,000	35,000	33,500	38,500	4	35,000	4
50 Data Processing Manager	52,980	56,708	55,538	57,750	15	54,131	11
51 Employment Manager	27,860	40,720	30,400	63,900	3	40,720	3
52 Human Resources (Personnel) Manager	38,400	45,207	40,000	47,000	14	45,207	14
53 Marketing Manager	23,331	41,416	40,575	59,500	4	41,416	4
54 Office/Administrative Services Manager	17,680	39,227	45,000	55,000	4	39,227	4
55 Payroll Manager	25,500	30,641	30,000	36,100	8	30,641	8
56 Purchasing Manager	29,600	40,088	39,291	47,200	6	40,088	6
57 Records Manager	15,600	28,533	32,430	37,570	3	28,533	3
58 Sales Manager		80,132	69,376		4	90,888	2
59 Accounts Payable Manager					1		1
60 Computer Operations Supervisor	21,424	27,700	28,577	30,089	8	30,400	4
61 Data Entry Supervisor	29,326	29,326	29,326	29,326	3	29,326	3
62 Mailroom Supervisor	17,208	23,475	22,588	29,539	10	23,475	10

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METROPOLITAN AREAS

Kansas City, MO & KS

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	38,480	45,300	38,875	48,990	17	44,302	8
42 Auditing Manager	46,080	47,076	47,076	48,072	3	47,076	3
43 Branch Manager	31,500	32,054	31,500	31,500	10	33,847	3
44 Building Services/Facilities Manager	39,947	45,800	46,770	52,052	9	45,800	9
45 Compensation and Benefits Manager	37,305	49,498	49,377	60,000	6	52,547	5
46 Computer Operations Manager	47,040	51,609	53,858	56,940	11	50,739	8
47 Controller	53,976	65,771	57,980	79,093	9	65,771	9
48 Credit & Collection Manager	34,965	42,514	46,536	50,064	4	42,514	4
49 Customer Service Manager	30,200	33,719	32,956	38,000	3	33,719	3
50 Data Processing Manager	38,688	53,897	49,200	67,080	11	58,533	7
51 Employment Manager	38,605	48,399	54,000	54,000	7	45,599	5
52 Human Resources (Personnel) Manager	42,750	53,746	53,509	70,200	7	53,746	7
53 Marketing Manager	35,820	41,536	41,538	44,032	5	41,536	5
54 Office/Administrative Services Manager	30,508	34,224	30,508	36,000	29	40,241	12
55 Payroll Manager	30,780	39,825	38,600	47,004	5	39,825	5
56 Purchasing Manager	44,496	47,221	47,299	50,520	6	47,221	6
57 Records Manager					1		1
58 Sales Manager	48,300	54,940	55,625	61,122	8	55,016	3
59 Accounts Payable Manager	26,650	33,691	31,409	40,733	5	33,691	5
60 Computer Operations Supervisor	34,800	43,355	44,491	50,775	3	43,355	3
61 Data Entry Supervisor	25,230	31,211	26,090	41,080	8	31,970	7
62 Mailroom Supervisor	20,160	27,873	27,707	32,178	7	27,873	7

Knoxville, TN

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	45,656	57,227	69,702	69,702	7	47,871	4
42 Auditing Manager		52,722	51,000		9	58,747	2
43 Branch Manager					3		1
44 Building Services/Facilities Manager	35,672	50,147	53,000	57,678	5	50,147	5
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	22,000	49,740	44,221	83,000	3	49,740	3
47 Controller	59,220	70,037	71,500	83,000	6	70,037	6
48 Credit & Collection Manager		34,250	34,250		2	34,250	2
49 Customer Service Manager	22,300	29,237	25,922	26,000	6	29,884	5
50 Data Processing Manager	46,332	62,337	57,678	83,000	3	62,337	3
51 Employment Manager		51,318	61,377		3	46,289	2
52 Human Resources (Personnel) Manager	63,192	60,288	63,192	63,192	20	51,574	5
53 Marketing Manager	60,750	71,875	78,250	83,000	4	68,167	3
54 Office/Administrative Services Manager	37,000	42,057	39,100	43,000	6	42,057	6
55 Payroll Manager		44,241	52,686		3	40,019	2
56 Purchasing Manager	32,760	57,813	57,678	83,000	3	57,813	3
57 Records Manager		39,079	39,079		2	39,079	2
58 Sales Manager	36,850	43,229	36,850	42,536	11	48,545	3
59 Accounts Payable Manager	27,352	41,267	29,619	66,831	3	41,267	3
60 Computer Operations Supervisor		31,132	31,595		4	30,670	2
62 Mailroom Supervisor					3		1

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METROPOLITAN AREAS

Lancaster, PA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	36,609	37,958	37,323	40,555	12	38,304	9
42 Auditing Manager	46,000	47,595	46,000	56,669	6	48,392	4
43 Branch Manager					6		1
44 Building Services/Facilities Manager	30,060	35,745	35,162	46,700	11	34,449	9
45 Compensation and Benefits Manager	35,000	41,032	43,096	45,000	3	41,032	3
46 Computer Operations Manager	36,400	45,049	46,238	51,558	6	45,049	6
47 Controller	40,175	52,634	55,725	64,185	12	52,634	12
48 Credit & Collection Manager	37,216	39,743	40,101	42,270	4	38,901	3
49 Customer Service Manager	26,060	31,670	33,064	37,281	4	31,670	4
50 Data Processing Manager	43,130	49,571	48,735	55,918	8	49,571	8
51 Employment Manager	31,684	32,926	32,448	33,800	5	32,926	5
52 Human Resources (Personnel) Manager	40,820	48,839	49,166	55,224	12	48,839	12
53 Marketing Manager	42,364	56,761	51,668	71,158	4	56,761	4
54 Office/Administrative Services Manager	23,100	46,083	40,250	55,440	7	46,083	7
55 Payroll Manager	24,120	26,845	29,029	30,000	6	26,845	6
56 Purchasing Manager	30,900	42,070	39,386	52,570	6	42,070	6
57 Records Manager		29,460	29,460		2	29,460	2
58 Sales Manager	52,000	56,850	57,300	61,250	3	56,850	3
60 Computer Operations Supervisor	22,190	27,150	27,000	32,110	4	27,150	4
62 Mailroom Supervisor	26,460	29,430	29,430	32,400	3	29,430	3

Lincoln, NE

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	37,908	47,533	49,850	56,130	13	46,613	12
42 Auditing Manager	39,074	44,519	46,288	49,964	4	44,519	4
43 Branch Manager					25		1
44 Building Services/Facilities Manager	29,120	37,386	36,082	42,584	11	37,386	11
45 Compensation and Benefits Manager	34,862	36,806	36,267	38,750	4	36,806	4
46 Computer Operations Manager	32,500	47,475	37,253	54,072	5	47,475	5
47 Controller	37,500	53,519	47,843	70,085	15	53,519	15
48 Credit & Collection Manager	20,155	27,399	24,627	38,000	6	27,399	6
49 Customer Service Manager	27,498	39,531	30,494	60,600	3	39,531	3
50 Data Processing Manager	47,298	55,690	50,423	58,695	12	56,245	11
51 Employment Manager	27,310	29,543	29,543	31,776	4	29,543	4
52 Human Resources (Personnel) Manager	34,750	42,901	39,750	51,050	18	43,111	17
53 Marketing Manager	50,150	61,521	62,685	73,675	12	61,521	12
54 Office/Administrative Services Manager	28,033	35,415	28,033	49,500	12	38,183	9
55 Payroll Manager	22,500	28,252	27,950	34,403	10	28,891	9
56 Purchasing Manager	28,440	39,252	37,413	48,585	13	39,252	13
57 Records Manager					1		1
58 Sales Manager	43,618	54,842	58,150	65,750	8	53,024	7
59 Accounts Payable Manager		21,725	21,725		2	21,725	2
60 Computer Operations Supervisor	26,780	30,030	27,840	36,200	5	30,030	5
61 Data Entry Supervisor		38,458	38,458		2	38,458	2
62 Mailroom Supervisor	19,000	24,295	24,900	26,250	5	24,295	5

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METROPOLITAN AREAS

Little Rock, AR

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	32,500	36,549	37,985	41,000	9	37,224	8
42 Auditing Manager	46,500	56,453	57,000	65,860	3	56,453	3
43 Branch Manager	26,339	26,467	26,339	26,339	37	30,855	6
44 Building Services/Facilities Manager		48,584	48,584		2	48,584	2
45 Compensation and Benefits Manager		21,364	21,364		2	21,364	2
46 Computer Operations Manager	33,075	40,048	40,570	43,596	7	40,048	7
47 Controller	31,339	48,303	31,339	48,660	6	59,613	4
48 Credit & Collection Manager	33,000	38,732	38,486	41,640	7	38,732	7
49 Customer Service Manager	25,740	33,879	33,500	42,230	7	33,879	7
50 Data Processing Manager	40,110	56,037	59,036	67,692	7	56,037	7
51 Employment Manager	22,402	40,311	38,630	59,900	4	40,311	4
52 Human Resources (Personnel) Manager	37,000	50,637	52,187	64,600	9	50,637	9
53 Marketing Manager	23,100	50,419	42,327	83,920	6	55,883	5
54 Office/Administrative Services Manager					1		1
55 Payroll Manager		33,385	33,385		2	33,385	2
56 Purchasing Manager	30,000	35,402	32,561	41,964	7	35,402	7
57 Records Manager		19,457	19,457		2	19,457	2
58 Sales Manager	42,340	49,674	56,815	57,008	5	47,293	4
59 Accounts Payable Manager	28,274	31,987	29,702	37,985	3	31,987	3
60 Computer Operations Supervisor	23,000	28,776	27,781	35,547	3	28,776	3
61 Data Entry Supervisor	22,000	25,198	25,596	27,997	3	25,198	3
62 Mailroom Supervisor	13,854	18,639	17,846	24,217	3	18,639	3

Greater Los Angeles Metropolitan Area

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	41,992	48,234	44,400	53,404	19	49,255	12
42 Auditing Manager	59,280	61,314	61,314	63,348	3	61,314	3
43 Branch Manager	38,658	38,873	38,658	38,658	21	38,595	5
44 Building Services/Facilities Manager	37,119	45,814	46,830	50,562	12	45,814	12
45 Compensation and Benefits Manager	54,500	53,970	57,348	58,000	5	53,970	5
46 Computer Operations Manager	41,616	51,771	57,704	58,908	19	49,867	15
47 Controller	52,029	60,540	62,040	68,040	14	59,891	11
48 Credit & Collection Manager	36,146	42,748	37,423	49,350	5	44,949	4
49 Customer Service Manager	26,912	40,075	39,000	45,300	12	43,150	9
50 Data Processing Manager	65,976	64,300	65,976	65,976	17	59,808	5
51 Employment Manager	36,000	39,963	40,000	46,750	7	39,963	7
52 Human Resources (Personnel) Manager	49,390	55,699	54,083	62,000	21	56,027	18
53 Marketing Manager	50,000	63,298	53,141	62,376	9	63,414	8
54 Office/Administrative Services Manager	40,500	45,493	42,250	49,221	11	46,303	9
55 Payroll Manager	36,321	40,951	40,043	42,900	10	40,951	10
56 Purchasing Manager	42,372	47,740	47,627	50,700	9	47,740	9
57 Records Manager	28,828	33,263	33,960	37,000	4	33,263	4
58 Sales Manager	65,000	65,693	65,000	77,712	17	61,252	6
59 Accounts Payable Manager	33,500	37,581	36,699	42,612	6	37,581	6
60 Computer Operations Supervisor	41,475	42,822	43,260	43,260	8	42,560	5
61 Data Entry Supervisor	33,000	34,372	34,068	38,220	5	33,410	4
62 Mailroom Supervisor	25,800	29,756	31,296	34,335	5	29,756	5

METROPOLITAN AREAS

Madison, WI

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	31,250	36,810	35,800	36,300	13	36,807	10
42 Auditing Manager					1		1
43 Branch Manager	25,458	26,966	25,458	25,458	10	30,486	3
44 Building Services/Facilities Manager	45,595	45,583	53,040	53,980	6	45,583	6
45 Compensation and Benefits Manager		36,659	36,659		2	36,659	2
46 Computer Operations Manager	28,140	38,842	39,634	44,800	9	38,616	7
47 Controller	50,000	52,550	54,002	54,002	7	51,825	5
48 Credit & Collection Manager	24,502	36,705	41,912	43,700	3	36,705	3
49 Customer Service Manager	29,000	33,533	29,000	42,600	3	33,533	3
50 Data Processing Manager	37,782	43,298	37,782	54,600	7	45,505	5
51 Employment Manager	24,000	39,133	41,900	51,500	3	39,133	3
52 Human Resources (Personnel) Manager	29,600	36,284	36,600	43,000	9	36,284	9
53 Marketing Manager	39,750	45,271	39,750	39,750	11	53,553	5
54 Office/Administrative Services Manager	21,000	33,220	31,000	46,717	8	33,220	8
55 Payroll Manager	28,000	32,056	31,600	36,567	3	32,056	3
56 Purchasing Manager	40,500	43,403	40,500	43,300	5	43,403	5
57 Records Manager	32,170	37,235	37,235	42,300	3	37,235	3
58 Sales Manager	38,600	47,614	38,600	48,800	8	51,220	6
60 Computer Operations Supervisor		24,835	24,835		3	24,835	2
61 Data Entry Supervisor	34,415	34,958	35,068	35,500	5	34,958	5
62 Mailroom Supervisor	18,500	21,250	21,250	24,000	3	21,250	3

Metro New Jersey

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	39,409	38,766	39,409	39,409	9	37,961	4
42 Auditing Manager					2		1
43 Branch Manager					55		1
44 Building Services/Facilities Manager					1		1
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager		61,295	61,295		2	61,295	2
47 Controller	49,260	61,435	54,486	69,512	10	62,801	6
48 Credit & Collection Manager	38,440	45,686	50,216	52,932	4	45,686	4
49 Customer Service Manager	28,140	31,212	28,140	28,140	5	33,260	3
50 Data Processing Manager		59,028	59,028		2	59,028	2
51 Employment Manager		46,821	47,861		4	45,781	2
52 Human Resources (Personnel) Manager	59,502	57,681	60,251	61,320	6	57,316	5
53 Marketing Manager	42,123	60,357	70,140	72,042	8	60,090	5
54 Office/Administrative Services Manager		38,000	38,000		2	38,000	2
55 Payroll Manager		52,809	52,809		2	52,809	2
56 Purchasing Manager	46,764	55,770	58,181	61,791	8	54,967	6
57 Records Manager					1		1
58 Sales Manager		61,360	61,360		6	61,360	2
59 Accounts Payable Manager					2		1
60 Computer Operations Supervisor					6		1
61 Data Entry Supervisor					1		1
62 Mailroom Supervisor					1		1

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METROPOLITAN AREAS

Mid-Missouri

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	29,720	38,408	41,579	43,925	11	38,408	11
42 Auditing Manager	40,800	43,143	43,316	45,312	5	43,143	5
43 Branch Manager	19,950	26,713	20,261	31,505	29	32,369	6
44 Building Services/Facilities Manager	26,556	31,407	30,000	37,211	20	32,317	17
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	38,772	38,430	41,594	41,594	18	35,969	11
47 Controller	36,720	44,991	43,380	48,018	11	44,991	11
48 Credit & Collection Manager	19,656	36,342	39,720	44,400	8	36,342	8
49 Customer Service Manager	30,500	34,922	34,750	40,000	6	34,957	5
50 Data Processing Manager	38,960	47,767	39,480	52,772	19	54,616	12
51 Employment Manager	30,769	35,112	33,401	39,455	4	35,112	4
52 Human Resources (Personnel) Manager	41,064	43,496	42,504	50,000	19	44,017	16
53 Marketing Manager	39,984	48,596	49,215	61,200	11	47,196	10
54 Office/Administrative Services Manager	22,884	24,179	22,884	22,884	106	32,788	8
55 Payroll Manager	26,928	27,848	26,928	26,928	44	32,166	8
56 Purchasing Manager	31,872	35,639	31,872	34,414	15	37,313	11
57 Records Manager	15,384	23,217	23,254	31,013	3	23,217	3
58 Sales Manager	40,000	45,096	40,000	48,000	6	47,644	4
59 Accounts Payable Manager	21,408	22,084	21,408	22,800	68	23,855	6
60 Computer Operations Supervisor	26,054	31,920	34,068	34,068	11	31,824	7
61 Data Entry Supervisor	22,620	24,403	26,539	26,539	11	23,857	6
62 Mailroom Supervisor	20,820	21,184	21,438	22,078	8	21,256	7

Minneapolis, MN

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	42,000	49,395	46,830	51,733	17	51,399	11
42 Auditing Manager	40,740	52,499	47,213	64,258	4	56,418	3
43 Branch Manager		44,000	44,000		13	44,000	2
44 Building Services/Facilities Manager	35,306	52,102	57,000	64,000	3	52,102	3
45 Compensation and Benefits Manager	33,000	46,155	50,770	54,696	3	46,155	3
46 Computer Operations Manager	45,211	46,999	45,634	45,667	6	47,265	5
47 Controller	51,983	67,353	65,000	81,000	9	71,745	7
48 Credit & Collection Manager	34,000	40,613	38,521	51,000	6	40,613	6
49 Customer Service Manager	32,000	43,335	36,085	52,920	6	43,335	6
50 Data Processing Manager	47,400	61,364	54,991	72,000	6	61,364	6
51 Employment Manager	38,475	48,063	45,875	57,650	4	48,063	4
52 Human Resources (Personnel) Manager	40,693	47,503	44,525	54,580	20	48,531	13
53 Marketing Manager	52,500	65,366	57,246	79,700	9	66,475	6
54 Office/Administrative Services Manager	32,550	49,801	48,900	64,500	11	49,801	11
55 Payroll Manager	35,280	37,362	35,570	40,500	10	37,810	8
56 Purchasing Manager	42,300	47,179	44,000	55,044	7	45,868	6
57 Records Manager	37,605	41,148	43,550	44,690	4	41,148	4
58 Sales Manager	39,900	59,133	61,000	71,500	6	62,980	5
59 Accounts Payable Manager	29,311	37,108	29,960	31,200	5	39,058	4
60 Computer Operations Supervisor	28,721	35,261	33,550	40,213	22	35,889	7
61 Data Entry Supervisor	28,223	32,323	31,446	36,423	4	32,615	3
62 Mailroom Supervisor	27,480	30,891	31,283	35,800	6	30,891	6

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METROPOLITAN AREAS

Greater Omaha, NE

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	33,600	40,258	37,450	46,000	17	40,436	16
42 Auditing Manager	34,028	49,213	53,800	59,811	3	49,213	3
43 Branch Manager	28,502	30,315	28,502	32,000	20	31,848	4
44 Building Services/Facilities Manager	28,392	39,780	40,584	49,655	9	39,780	9
45 Compensation and Benefits Manager	36,192	36,017	37,165	39,200	6	35,787	5
46 Computer Operations Manager	23,541	37,185	36,858	46,191	12	39,982	10
47 Controller	48,354	56,398	58,100	62,525	8	57,547	7
48 Credit & Collection Manager	22,100	29,010	22,100	31,850	19	34,069	11
49 Customer Service Manager	22,000	32,442	31,500	40,570	30	30,827	10
50 Data Processing Manager	55,200	62,247	68,037	73,100	5	62,247	5
51 Employment Manager	24,800	35,717	35,516	40,000	9	35,717	9
52 Human Resources (Personnel) Manager	39,149	48,306	51,500	54,700	13	49,069	12
53 Marketing Manager	30,259	43,555	45,075	53,600	12	47,459	10
54 Office/Administrative Services Manager	19,976	26,736	19,976	34,648	10	32,145	6
55 Payroll Manager	25,000	34,387	35,620	42,000	7	34,387	7
56 Purchasing Manager	37,900	41,475	39,243	47,237	6	41,475	6
57 Records Manager	23,698	36,998	40,251	47,045	3	36,998	3
58 Sales Manager	25,223	38,232	25,223	31,707	13	53,409	6
59 Accounts Payable Manager	27,145	30,569	30,262	34,823	8	30,569	8
60 Computer Operations Supervisor	23,725	37,310	34,962	47,900	6	40,027	5
61 Data Entry Supervisor	20,800	25,572	23,321	27,774	9	24,337	7
62 Mailroom Supervisor	19,200	21,582	22,229	23,215	10	21,582	10

Pittsburgh, PA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	38,976	42,038	41,988	45,100	4	42,038	4
42 Auditing Manager	38,976	40,856	38,976	38,976	9	44,617	3
43 Branch Manager	28,830	30,653	28,830	35,808	111	31,156	3
44 Building Services/Facilities Manager	37,908	38,007	37,908	37,908	11	38,272	3
46 Computer Operations Manager					1		1
47 Controller	61,008	66,922	61,008	78,750	3	66,922	3
48 Credit & Collection Manager					1		1
49 Customer Service Manager	32,952	39,216	32,952	32,952	5	43,392	3
50 Data Processing Manager					1		1
51 Employment Manager	42,528	42,380	42,528	42,528	9	42,085	3
52 Human Resources (Personnel) Manager	60,700	63,568	68,364	68,364	6	61,170	4
53 Marketing Manager	42,936	50,827	42,936	58,218	12	58,593	4
55 Payroll Manager	35,208	35,589	35,208	36,350	3	35,589	3
56 Purchasing Manager	50,269	53,331	50,269	59,455	3	53,331	3
58 Sales Manager					1		1
59 Accounts Payable Manager	32,256	37,726	32,256	48,665	3	37,726	3
61 Data Entry Supervisor		23,064	23,064		8	23,064	2
62 Mailroom Supervisor		30,924	30,924		4	30,924	2

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METROPOLITAN AREAS

Portland, ME

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	37,133	41,563	40,625	43,165	12	42,898	8
42 Auditing Manager		49,391	49,391		2	49,391	2
43 Branch Manager	31,153	41,556	38,761	52,063	51	48,305	5
44 Building Services/Facilities Manager	35,160	41,127	39,520	46,900	9	41,127	9
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	29,780	37,506	37,093	45,646	3	37,506	3
47 Controller	43,836	59,087	62,500	74,160	16	53,716	11
48 Credit & Collection Manager		32,255	32,255		2	32,255	2
49 Customer Service Manager	30,989	36,010	37,734	39,925	7	35,358	6
50 Data Processing Manager	44,284	46,757	46,434	49,230	4	46,757	4
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	38,500	45,067	42,120	51,860	15	44,282	14
53 Marketing Manager	44,000	48,195	48,810	51,365	8	48,195	8
54 Office/Administrative Services Manager	28,500	33,200	33,375	37,900	5	33,200	5
55 Payroll Manager		23,890	23,890		2	23,890	2
56 Purchasing Manager		38,050	38,050		2	38,050	2
58 Sales Manager	41,252	50,240	51,500	52,000	9	55,280	5
59 Accounts Payable Manager	26,624	30,945	29,364	35,265	4	30,945	4
60 Computer Operations Supervisor	31,979	39,241	36,957	46,504	5	40,002	4
61 Data Entry Supervisor	22,206	23,837	23,980	25,230	6	23,558	5
62 Mailroom Supervisor	17,000	20,110	18,356	21,256	5	20,110	5

Quad Cities IL & IA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	24,000	37,914	37,663	50,000	9	37,914	9
42 Auditing Manager					1		1
43 Branch Manager	30,925	36,623	36,451	36,451	14	37,935	8
44 Building Services/Facilities Manager		58,532	58,532		2	58,532	2
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	27,950	39,924	37,687	51,897	5	39,924	5
47 Controller	44,970	59,248	48,500	61,860	6	59,248	6
48 Credit & Collection Manager		33,933	33,933		2	33,933	2
49 Customer Service Manager	27,500	33,750	33,750	40,000	3	33,750	3
50 Data Processing Manager	37,500	66,552	68,100	94,055	3	66,552	3
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	23,980	37,583	34,850	43,000	10	37,683	10
53 Marketing Manager	36,000	42,504	45,067	49,600	7	42,504	7
54 Office/Administrative Services Manager	20,600	23,550	24,750	26,500	6	23,550	6
55 Payroll Manager					1		1
56 Purchasing Manager		40,140	40,140		2	40,140	2
57 Records Manager					1		1
58 Sales Manager	28,000	39,885	40,425	45,000	7	39,885	6
59 Accounts Payable Manager					1		1
60 Computer Operations Supervisor		36,900	36,900		2	36,900	2
61 Data Entry Supervisor	18,512	25,631	25,512	32,750	4	25,631	4
62 Mailroom Supervisor		19,543	19,543		2	19,543	2

METROPOLITAN AREAS

Reading, PA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	31,700	41,162	47,023	47,023	8	37,645	5
42 Auditing Manager					1		1
43 Branch Manager	24,800	30,615	24,800	39,400	13	35,400	3
44 Building Services/Facilities Manager	43,839	45,919	43,839	43,839	5	47,306	3
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager		47,513	47,513		2	47,513	2
47 Controller	36,000	49,010	43,500	53,144	6	49,010	6
48 Credit & Collection Manager		32,728	32,728		2	32,728	2
49 Customer Service Manager		33,852	33,852		2	33,852	2
50 Data Processing Manager	32,396	50,019	48,538	67,642	4	50,019	4
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	28,750	41,935	43,998	55,120	4	41,935	4
53 Marketing Manager		40,509	43,763		3	38,882	2
54 Office/Administrative Services Manager		31,150	31,150		2	31,150	2
55 Payroll Manager	27,248	37,585	38,500	47,008	3	37,585	3
56 Purchasing Manager	40,490	47,051	47,510	53,612	4	47,051	4
57 Records Manager					1		1
58 Sales Manager		34,250	34,250		2	34,250	2
59 Accounts Payable Manager		29,712	29,712		2	29,712	2
60 Computer Operations Supervisor					1		1
61 Data Entry Supervisor					1		1
62 Mailroom Supervisor					2		1

Research Triangle, NC

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	46,560	51,233	48,468	54,375	7	51,233	7
42 Auditing Manager		42,617	42,617		2	42,617	2
43 Branch Manager		42,000	42,000		2	42,000	2
44 Building Services/Facilities Manager	39,180	44,968	41,080	52,800	5	44,968	5
45 Compensation and Benefits Manager		52,158	52,158		2	52,158	2
46 Computer Operations Manager	43,535	46,229	45,600	45,812	5	46,229	5
47 Controller	48,535	58,379	65,000	65,595	5	58,379	5
48 Credit & Collection Manager					1		1
49 Customer Service Manager		43,460	41,613		4	45,307	2
50 Data Processing Manager	45,337	52,338	45,337	52,500	10	59,340	5
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager	35,900	44,633	41,802	53,367	4	44,633	4
53 Marketing Manager					1		1
54 Office/Administrative Services Manager	30,290	42,030	43,000	52,800	3	42,030	3
55 Payroll Manager	21,985	38,700	28,520	65,595	3	38,700	3
56 Purchasing Manager	35,118	44,353	51,877	53,588	4	44,353	4
57 Records Manager					1		1
58 Sales Manager	40,158	43,955	40,158	40,158	6	46,486	4
59 Accounts Payable Manager		43,773	43,773		2	43,773	2
60 Computer Operations Supervisor	28,686	33,212	33,700	34,955	9	35,735	4
61 Data Entry Supervisor	24,719	27,668	29,784	29,852	7	28,614	4
62 Mailroom Supervisor	29,300	30,491	33,648	34,240	7	30,491	7

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METROPOLITAN AREAS

Richmond, VA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	35,245	37,034	35,245	38,000	19	39,493	8
42 Auditing Manager	44,550	49,698	47,382	54,846	5	49,698	5
43 Branch Manager	21,669	27,350	21,669	21,669	13	46,287	3
44 Building Services/Facilities Manager	16,640	30,465	27,300	44,700	7	32,769	6
45 Compensation and Benefits Manager		31,775	31,775		2	31,775	2
46 Computer Operations Manager	40,716	44,646	47,000	52,152	7	44,646	7
47 Controller	35,245	43,145	35,245	48,000	20	54,007	9
48 Credit & Collection Manager	32,000	41,128	43,277	48,106	3	41,128	3
49 Customer Service Manager	44,100	45,252	46,429	48,777	7	44,311	5
50 Data Processing Manager	59,292	57,356	59,292	59,292	20	50,095	5
51 Employment Manager	34,029	39,413	34,029	40,332	9	43,721	5
52 Human Resources (Personnel) Manager	33,022	43,845	37,244	57,152	8	43,845	8
53 Marketing Manager	50,286	50,372	50,286	50,286	5	50,429	3
54 Office/Administrative Services Manager	26,130	32,588	29,201	35,196	12	35,816	8
55 Payroll Manager	28,076	31,197	28,076	31,247	19	35,489	8
56 Purchasing Manager	33,000	41,487	41,460	50,000	4	41,487	4
57 Records Manager	34,112	36,225	34,112	40,450	4	37,281	3
59 Accounts Payable Manager	23,001	24,000	23,001	23,001	40	36,327	3
60 Computer Operations Supervisor	25,435	30,728	33,166	33,166	17	30,368	8
61 Data Entry Supervisor	19,293	20,831	21,190	21,797	8	21,230	5
62 Mailroom Supervisor	21,180	25,747	23,388	28,320	9	25,747	9

Rockford, IL

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	34,000	38,483	34,563	44,550	11	39,480	9
42 Auditing Manager					1		1
43 Branch Manager					1		1
44 Building Services/Facilities Manager	37,200	43,796	43,000	50,000	6	43,796	6
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	32,327	40,063	35,400	46,900	5	40,063	5
47 Controller	50,300	54,724	52,800	55,500	11	54,647	10
48 Credit & Collection Manager	35,460	37,238	36,100	36,750	5	37,238	5
49 Customer Service Manager	38,400	40,398	40,000	46,379	9	42,381	7
50 Data Processing Manager	50,500	53,252	52,000	54,720	5	53,252	5
51 Employment Manager		30,150	30,150		2	30,150	2
52 Human Resources (Personnel) Manager	38,600	43,664	44,838	49,440	13	43,566	12
53 Marketing Manager	40,000	51,159	46,500	62,310	10	51,825	7
54 Office/Administrative Services Manager					1		1
55 Payroll Manager		21,875	21,875		2	21,875	2
56 Purchasing Manager	34,278	43,230	43,200	51,300	9	42,221	8
58 Sales Manager	53,804	57,256	53,804	62,500	22	59,618	11
59 Accounts Payable Manager	25,400	28,583	27,840	32,508	3	28,583	3
60 Computer Operations Supervisor	32,508	42,469	46,900	48,000	3	42,469	3

TABLE : A-35

METROPOLITAN AREAS

San Francisco, CA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,296	49,496	49,200	59,512	18	48,979	8
42 Auditing Manager	53,110	58,117	53,110	62,790	7	60,621	5
43 Branch Manager					85		1
44 Building Services/Facilities Manager	39,840	49,895	49,895	59,950	3	49,895	3
45 Compensation and Benefits Manager	53,556	56,778	57,282	60,000	4	56,778	4
46 Computer Operations Manager	49,741	62,452	57,060	74,400	8	63,350	7
47 Controller	65,354	85,754	82,955	110,000	6	85,754	6
48 Credit & Collection Manager	32,892	45,876	35,767	58,861	5	50,204	4
49 Customer Service Manager	34,700	42,288	34,700	40,254	5	44,185	4
50 Data Processing Manager	58,164	62,157	58,164	60,300	11	66,950	5
51 Employment Manager		57,455	62,712		3	54,826	2
52 Human Resources (Personnel) Manager	69,180	81,464	80,000	90,840	6	81,464	6
53 Marketing Manager	47,052	63,951	47,052	78,796	12	87,609	5
54 Office/Administrative Services Manager	34,964	36,482	36,482	38,000	4	36,482	4
55 Payroll Manager	38,700	40,520	41,040	43,600	5	40,520	5
56 Purchasing Manager	33,624	41,874	39,000	52,998	3	41,874	3
58 Sales Manager		53,752	52,716		4	54,788	2
59 Accounts Payable Manager		29,836	27,582		3	30,963	2
60 Computer Operations Supervisor	36,662	43,251	47,856	48,672	18	43,975	5
61 Data Entry Supervisor	29,237	29,416	29,237	29,237	9	29,955	3
62 Mailroom Supervisor	29,070	33,056	29,229	30,132	7	33,853	6

Santa Rosa / Petaluma, CA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager					1		1
42 Auditing Manager					1		1
43 Branch Manager		41,606	38,563		6	47,692	2
46 Computer Operations Manager		48,450	48,450		2	48,450	2
47 Controller		46,500	46,500		2	46,500	2
48 Credit & Collection Manager					1		1
49 Customer Service Manager	22,400	26,448	25,972	29,544	6	28,115	3
50 Data Processing Manager					1		1
52 Human Resources (Personnel) Manager	36,000	39,404	37,500	44,712	3	39,404	3
53 Marketing Manager		33,608	33,608		2	33,608	2
54 Office/Administrative Services Manager					1		1
56 Purchasing Manager		40,668	40,668		2	40,668	2
58 Sales Manager					1		1
61 Data Entry Supervisor					2		1

TABLE : A-36

METROPOLITAN AREAS

Seattle, WA

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	32,400	39,049	37,841	44,998	23	40,424	20
42 Auditing Manager		41,840	41,840		2	41,840	2
43 Branch Manager	40,040	48,867	43,800	51,785	15	53,113	6
44 Building Services/Facilities Manager	38,001	41,392	40,355	43,722	14	41,392	14
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	38,644	44,722	42,332	50,100	9	44,722	9
47 Controller	46,750	54,106	52,250	59,850	18	54,230	17
48 Credit & Collection Manager	27,040	37,251	37,024	42,172	13	37,251	13
49 Customer Service Manager	26,622	33,588	34,670	38,500	17	34,666	11
50 Data Processing Manager	41,136	47,843	50,000	57,600	10	47,843	10
51 Employment Manager	29,060	35,530	31,551	42,000	4	35,530	4
52 Human Resources (Personnel) Manager	32,400	40,000	40,560	47,680	13	40,000	13
53 Marketing Manager	43,325	49,503	51,705	52,222	8	48,596	6
54 Office/Administrative Services Manager	21,900	30,422	29,184	37,500	13	30,289	11
55 Payroll Manager	25,700	29,650	28,200	30,001	11	29,811	10
56 Purchasing Manager	34,819	38,405	37,800	46,100	18	38,469	16
57 Records Manager		36,296	36,296		2	36,296	2
58 Sales Manager	40,165	50,747	40,500	58,000	27	51,071	13
59 Accounts Payable Manager	21,000	26,031	25,200	31,225	9	26,031	9
60 Computer Operations Supervisor	29,350	37,545	42,000	45,000	5	37,545	5
61 Data Entry Supervisor	25,080	25,281	26,000	27,000	5	25,281	5
62 Mailroom Supervisor	23,600	25,463	25,800	28,800	5	25,463	5

St. Louis, MO

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	37,488	45,139	45,739	52,813	62	43,191	43
42 Auditing Manager	47,700	52,397	52,000	60,745	32	52,553	20
43 Branch Manager	33,747	38,292	38,372	38,372	41	48,313	6
44 Building Services/Facilities Manager	36,504	47,195	45,500	59,943	33	45,483	28
45 Compensation and Benefits Manager	40,622	48,967	49,350	59,200	7	48,967	7
46 Computer Operations Manager	35,712	42,159	43,620	49,700	37	43,503	31
47 Controller	43,000	61,933	52,008	81,150	43	64,809	38
48 Credit & Collection Manager	33,488	41,463	41,500	44,808	21	41,463	21
49 Customer Service Manager	46,000	46,202	49,107	52,600	27	44,458	18
50 Data Processing Manager	46,605	59,052	56,619	67,800	36	59,081	34
51 Employment Manager	35,709	43,670	46,131	49,750	16	42,823	14
52 Human Resources (Personnel) Manager	34,000	44,987	41,017	52,499	40	45,513	37
53 Marketing Manager	38,850	58,104	64,400	66,915	59	52,936	30
54 Office/Administrative Services Manager	28,500	38,554	34,100	42,576	25	39,531	24
55 Payroll Manager	30,500	37,789	33,108	49,500	22	37,789	22
56 Purchasing Manager	38,368	48,201	46,200	53,481	36	46,604	31
57 Records Manager	23,800	27,450	27,331	33,200	6	27,450	6
58 Sales Manager	52,164	54,448	52,164	56,660	92	55,285	19
59 Accounts Payable Manager	25,534	32,083	27,819	37,149	19	32,721	18
60 Computer Operations Supervisor	32,300	34,168	35,785	38,822	17	34,590	15
61 Data Entry Supervisor	22,235	27,015	28,000	28,000	13	26,719	10
62 Mailroom Supervisor	20,020	23,402	22,822	26,521	24	23,647	18

METROPOLITAN AREAS

Syracuse, NY

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	33,600	39,799	42,000	43,000	7	38,718	5
43 Branch Manager					1		1
44 Building Services/Facilities Manager	42,950	49,350	48,350	55,750	4	49,350	4
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	53,000	51,281	54,504	55,100	5	51,281	5
47 Controller	52,000	57,700	58,600	62,500	3	57,700	3
48 Credit & Collection Manager					1		1
49 Customer Service Manager	25,992	36,197	33,600	49,000	3	36,197	3
50 Data Processing Manager					1		1
51 Employment Manager	25,008	32,426	31,400	40,870	3	32,426	3
52 Human Resources (Personnel) Manager	55,608	61,054	65,000	66,500	4	61,054	4
53 Marketing Manager	31,400	40,964	37,992	53,500	3	40,964	3
54 Office/Administrative Services Manager					1		1
55 Payroll Manager	25,900	33,339	33,750	40,778	4	33,339	4
56 Purchasing Manager					1		1
58 Sales Manager		47,403	47,364		4	47,442	2
59 Accounts Payable Manager					1		1
60 Computer Operations Supervisor		27,956	27,956		2	27,956	2
61 Data Entry Supervisor		24,284	24,284		2	24,284	2
62 Mailroom Supervisor	19,837	24,622	21,007	29,406	4	24,622	4

Tulsa, OK

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	40,050	47,667	50,000	50,000	14	46,733	10
42 Auditing Manager	42,400	56,354	61,662	65,000	3	56,354	3
44 Building Services/Facilities Manager	44,520	53,599	50,750	69,555	5	53,599	5
45 Compensation and Benefits Manager	42,900	62,643	64,700	82,386	4	62,643	4
46 Computer Operations Manager	57,000	64,887	57,400	84,102	7	64,887	7
47 Controller	41,503	57,249	60,528	66,443	12	56,646	11
48 Credit & Collection Manager	20,363	32,131	30,582	43,900	4	36,054	3
49 Customer Service Manager	31,221	53,380	56,500	72,418	3	53,380	3
50 Data Processing Manager	48,290	58,211	53,188	62,064	8	58,211	8
51 Employment Manager		57,305	57,305		2	57,305	2
52 Human Resources (Personnel) Manager	40,050	56,454	55,000	77,897	13	52,556	11
53 Marketing Manager	44,000	53,855	59,649	67,924	11	44,751	6
54 Office/Administrative Services Manager	42,000	49,445	44,528	44,528	7	51,411	5
55 Payroll Manager	33,980	37,598	37,696	41,216	4	37,598	4
56 Purchasing Manager	37,998	49,724	54,083	54,083	9	50,225	6
57 Records Manager		42,198	42,198		2	42,198	2
58 Sales Manager		47,063	47,226		3	46,982	2
59 Accounts Payable Manager	29,520	45,128	34,892	65,853	5	49,030	4
60 Computer Operations Supervisor	38,000	38,441	38,000	38,000	7	39,030	3
61 Data Entry Supervisor	33,082	33,794	33,791	36,550	6	33,936	5
62 Mailroom Supervisor	18,800	23,531	22,901	28,893	3	23,531	3

TABLE : A-38

METROPOLITAN AREAS

Westchester, NY

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	41,900	46,441	48,000	49,900	29	46,335	17
42 Auditing Manager					1		1
43 Branch Manager		32,583	26,000		6	45,750	2
44 Building Services/Facilities Manager	48,400	59,476	54,300	68,300	9	59,476	9
45 Compensation and Benefits Manager	38,450	51,815	42,880	65,180	4	51,815	4
46 Computer Operations Manager	43,050	51,678	54,555	60,305	4	51,678	4
47 Controller	66,000	73,202	73,250	76,500	15	72,652	13
48 Credit & Collection Manager	38,000	49,122	49,500	56,700	9	49,122	9
49 Customer Service Manager	31,000	39,251	34,787	50,400	11	37,168	10
50 Data Processing Manager	50,000	56,793	59,000	67,700	11	57,547	10
51 Employment Manager	33,000	45,267	48,200	54,600	3	45,267	3
52 Human Resources (Personnel) Manager	41,040	55,005	52,800	60,420	18	52,624	17
53 Marketing Manager	50,900	74,342	53,420	104,000	17	74,875	10
54 Office/Administrative Services Manager	38,300	41,837	38,400	41,960	9	42,267	8
55 Payroll Manager	30,933	35,383	35,373	38,875	8	35,383	8
56 Purchasing Manager	39,000	50,662	53,950	58,370	6	50,662	6
57 Records Manager					1		1
58 Sales Manager	68,120	97,174	75,000	95,000	5	97,174	5
59 Accounts Payable Manager	27,760	33,388	32,100	37,575	8	33,388	8
60 Computer Operations Supervisor	34,300	42,974	42,900	47,000	5	42,974	5
61 Data Entry Supervisor		24,652	24,652		2	24,652	2
62 Mailroom Supervisor	27,223	28,618	28,550	29,400	6	28,618	6

Winston-Salem, NC

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager		36,250	36,250		2	36,250	2
42 Auditing Manager					1		1
43 Branch Manager	30,000	31,552	30,000	36,000	5	30,587	3
44 Building Services/Facilities Manager					1		1
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager					1		1
47 Controller	36,000	48,267	37,000	71,800	3	48,267	3
51 Employment Manager					1		1
52 Human Resources (Personnel) Manager					1		1
55 Payroll Manager	17,400	28,900	34,300	35,000	3	28,900	3
56 Purchasing Manager		39,568	39,568		2	39,568	2
58 Sales Manager					1		1
59 Accounts Payable Manager					1		1
61 Data Entry Supervisor					4		1
62 Mailroom Supervisor					1		1

TABLE : A-39

METROPOLITAN AREAS

Edmonton, Alberta (Canadian Dollars)

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	51,168	59,696	59,064	69,350	12	57,089	5
42 Auditing Manager		59,208	56,328		7	66,408	2
43 Branch Manager		67,824	71,825		9	53,823	2
44 Building Services/Facilities Manager	47,700	51,348	49,344	57,000	3	51,348	3
45 Compensation and Benefits Manager					1		1
46 Computer Operations Manager	57,960	65,877	60,822	73,794	4	68,516	3
47 Controller					1		1
48 Credit & Collection Manager		54,852	54,852		4	54,852	2
49 Customer Service Manager		69,014	71,825		9	59,175	2
50 Data Processing Manager		67,530	70,812		4	64,248	2
51 Employment Manager					2		1
52 Human Resources (Personnel) Manager	53,000	69,849	75,054	82,344	6	63,602	4
53 Marketing Manager		82,635	88,680		4	76,590	2
54 Office/Administrative Services Manager	36,156	43,838	49,008	49,008	6	38,668	3
55 Payroll Manager		50,848	53,988		3	49,278	2
56 Purchasing Manager	46,304	54,556	55,182	62,808	4	54,556	4
57 Records Manager					1		1
58 Sales Manager		57,240	57,240		2	57,240	2
59 Accounts Payable Manager		38,720	38,022		3	39,069	2
60 Computer Operations Supervisor	52,000	58,549	58,068	65,580	3	58,549	3
61 Data Entry Supervisor					1		1
62 Mailroom Supervisor	25,584	33,304	32,052	42,276	3	33,304	3

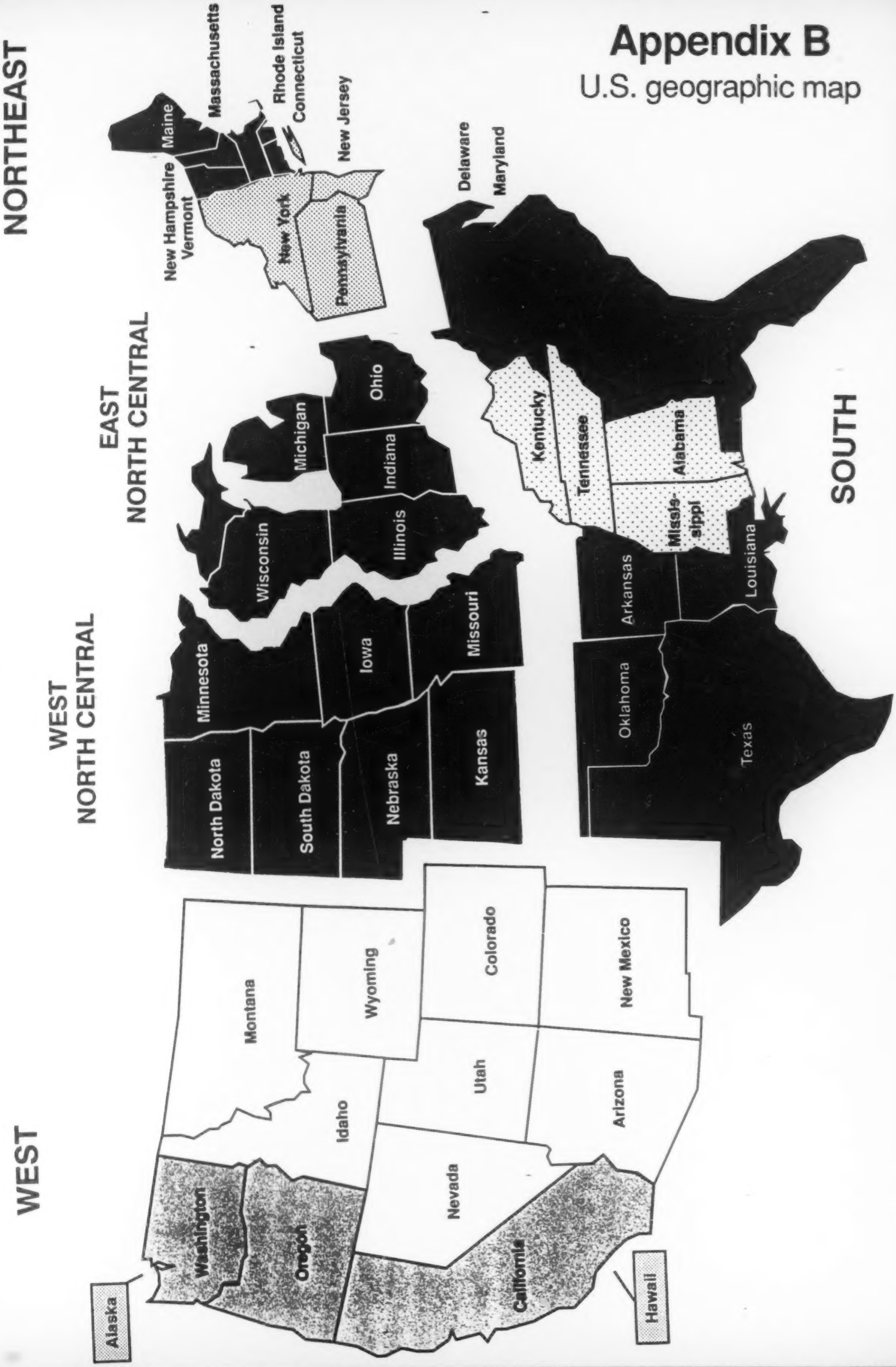
Metropolitan Toronto-Grand Valley-South/Central Ontario (Canadian Dollars)

ADMINISTRATIVE MANAGEMENT SOCIETY COPYRIGHT © 1991	ANNUAL SALARY AS OF FEBRUARY 1, 1991					ANNUAL SALARY	
	First Quartile	Employee Average	Employee Median	Third Quartile	Number of Employees	Company Average	Number of Companies
POSITION							
41 Accounting Manager	37,568	48,628	47,180	62,000	19	49,927	16
42 Auditing Manager		68,780	68,780		5	68,780	2
43 Branch Manager	32,800	45,772	51,000	51,000	9	45,230	5
44 Building Services/Facilities Manager	47,470	55,560	57,257	66,419	8	55,560	8
45 Compensation and Benefits Manager	49,868	53,916	49,868	54,418	5	54,928	4
46 Computer Operations Manager	60,060	61,758	63,424	63,424	6	61,758	6
47 Controller	55,000	64,301	58,492	70,380	16	64,748	15
48 Credit & Collection Manager	38,010	43,784	45,100	46,000	9	43,415	8
49 Customer Service Manager	38,676	42,358	39,500	45,916	12	42,767	11
50 Data Processing Manager	46,506	65,554	49,550	58,320	6	65,554	6
51 Employment Manager	42,900	43,220	44,100	50,000	5	43,220	5
52 Human Resources (Personnel) Manager	46,000	55,268	55,600	63,879	10	55,268	10
53 Marketing Manager	46,757	52,904	50,500	59,500	9	55,843	6
54 Office/Administrative Services Manager	35,600	39,460	37,680	44,200	16	41,271	13
55 Payroll Manager	37,295	39,688	38,148	44,538	8	39,688	8
56 Purchasing Manager	43,050	46,424	50,000	52,773	14	47,934	13
57 Records Manager		42,800	42,800		2	42,800	2
58 Sales Manager	33,290	49,032	47,250	64,248	16	54,005	10
59 Accounts Payable Manager	32,688	35,977	32,844	41,600	6	35,977	6
60 Computer Operations Supervisor	50,118	49,263	50,118	50,118	6	48,408	3
61 Data Entry Supervisor		44,185	44,185		2	44,185	2
62 Mailroom Supervisor	29,810	31,905	31,905	34,000	4	31,905	4

APPENDIX B

Appendix B

U.S. geographic map



APPENDIX C

APPENDIX C

AMS 1991 Management Salary Survey
Position Descriptions

41.) **ACCOUNTING MANAGER** - Responsible for the general accounting records and operation of the accounting systems, including gathering and reporting of correct financial information to management. Establishes internal control of procedures and is responsible for developing, adapting or revising the accounting systems. Projects accounting data to show effects of proposed plans on capital investment, income cash position and overall financial condition. Assures adherence to standard accounting procedures.

42.) **AUDITING MANAGER** - Responsible for audits of financial records and practices to appraise and verify the accounting accuracy of records, financial statements and reports. Determines that accepted accounting principles and policies are followed and evaluates the improvements of records, procedures and internal controls. Prepares audit reports and trains auditors at entering professional levels.

43.) **BRANCH MANAGER** - Directs the operation of a branch office providing customer service, soliciting new business, making collections and disbursements, maintaining records and preparing reports for main office. Interprets and implements policies and procedures related to office organization, general administration, personnel administration and technical operation.

44.) **BUILDING SERVICES/FACILITIES MANAGER** - Responsible for the maintenance and repair of buildings, grounds, equipment and all related electrical and mechanical systems. Determines the most efficient and cost-effective equipment or systems to purchase and develops preventive maintenance schedules to ensure their continued efficient operation.

45.) **COMPENSATION AND BENEFITS MANAGER** - Responsible for compensation and benefits plans for all employees. Designs, implements, and administers compensation programs including job evaluation, salary administration, incentives, differentials, perquisites and supplementary pay programs. Administers all retirement, estate-building and protective (group medical, surgical hospital, disability and life) plans. Responsible for integrating benefits to avoid gaps and duplications, as well as maximizing the value of coverage to both employee and company.

46.) **COMPUTER OPERATIONS MANAGER** - Responsible for ensuring the security and efficient and continuous functioning of the computer operations center mainframe and peripheral equipment. Interfaces with users to coordinate activities and resolve problems. Reviews and evaluates the performance of equipment and staff; recommends improvements as necessary. Maintains a state-of-the-art knowledge of hardware and peripheral equipment. Interfaces with vendors with regard to computer operating equipment.

47.) **CONTROLLER** - Reports to chief operating officer. Directs preparation of reports, audits and statements. Analyzes financial status of the organization. Directs preparation of reports, audits and statements. Analyzes financial status of the organization. Directs preparation of operating budgets and controls.

48.) **CREDIT & COLLECTION MANAGER** - Responsible for credit and collection activities. Establishes procedures for investigating, granting and controlling credit and collecting accounts due. Determines credit limits. Supervises mailing of collection letters and attempts to collect delinquent accounts. Investigates new customers' credit ratings and arranges terms of payment. Prepares reports showing status and amounts of credit and collections, and delinquent accounts.

49.) **CUSTOMER SERVICE MANAGER** - Responsible for the customer service department. Establishes policy and guidelines for responding to service requests and customer complaints. Trains staff to respond positively to customers with varying degree of objections and criticisms. Provides procedures for making decisions on service charges and writing off charges within the company's allowable limits. Reports of types and numbers of complaints and keeps operating managers informed of product service trends.

50.) **DATA PROCESSING MANAGER** - Responsible for planning, directing and controlling all data processing-related activities in an organization, including systems analysis, applications programming, computer operations and data entry activities and staffs.

51.) **EMPLOYMENT MANAGER** - Supervises the recruiting, interviewing, selection and placement of applicants for employment. Establishes employment practices within framework of company policy. Designs employment methods to attain recruiting objectives; places advertisements; develops recruiting schedules; assigns interviewing and selection functions to staff. Maintains records for unemployment compensation and periodic employment statistics.

52.) **HUMAN RESOURCES (PERSONNEL) MANAGER** - Responsible for developing, implementing and managing personnel/human resources-related programs and activities, including employment and placement activities; orientation; training and development programs; compensation plans, including wage and salary administration, and benefits programs; labor relations; compliance with governmental regulations covering employees. May also be responsible for health and medical services, safety and employee recreation programs.

53.) **MARKETING MANAGER** - Responsible for the development of overall marketing programs for company products. Devises strategies for gaining or improving market share; coordinating marketing strategies with sales, marketing and advertising personnel; product promotion; market research and reports.

54.) **OFFICE/ADMINISTRATIVE SERVICES MANAGER** - Responsible for administrative services, including word processing, telephone, reception, printing and/or duplicating, filing, securing office equipment and supplies. Coordinates services with operating departments. Trains personnel to perform tasks.

55.) **PAYROLL MANAGER** - Supervises payroll functions, including the computation of deductions; preparation and verification of payrolls; maintenance of payroll records and reports; preparation of reports for federal, state and local government agencies; and processing of payments to employees. Determines that proper controls are followed to ensure that wages, salaries and deductions are being paid in accordance with established policy and labor agreements.

56.) **PURCHASING MANAGER** - Responsible for the procurement of materials and supplies. Selects reliable sources; approves purchase orders; controls prices and quality; supervises purchasing personnel; maintains contact with suppliers. Locates and investigates potential supply sources; supervises the negotiation of purchase contracts and develop schedules for delivery of products.

57.) **RECORDS MANAGER** - Responsible for the collection, storage and eventual discarding of company records. Recommends, implements and oversees record-keeping technology, such as micrographics.

58.) **SALES MANAGER** - Responsible for sales of company products through sales staff. Plans and coordinates sales programs; conducts sales promotion staff meetings for long- and short-range sales events; participates in meetings to select lines or items of merchandise to promote; and develops timing methods of promotion. Sets up schedules for sales volume. Develops sales budgets and forecasts and prepares operating reports.

59.) **ACCOUNTS PAYABLE SUPERVISOR** - Supervises the processing of accounts payable, including maintaining records of amounts owed, verifying invoices, computing discounts and preparing vouchers for payment. Also responsible for the preparation of accounts and other reports as needed.

60.) **COMPUTER OPERATIONS SUPERVISOR** - Responsible for supervising computer operations and related functions in the efficient and economical production and testing of all computer jobs. Evaluates performance and service given to users. Maintains, reviews, and adjusts operating schedules as necessary. Investigates and resolves operating problems. Serves as a liaison with vendors.

61.) **DATA ENTRY SUPERVISOR** - Responsible for supervising, scheduling and organizing the work of data entry employees. Reviews and evaluates section performance. Interfaces with users, and maintains files.

62.) **MAILROOM SUPERVISOR** - Supervises the receiving, sorting and distribution of incoming mail and the preparation of outgoing mail. Supervises delivery and mail collection employees.

APPENDIX D

Administrative Management Society ams

1101 Fourteenth Street, N.W., Suite 1100
Washington, D.C. 20005
(202) 371-8299 Fax: (202) 371-1090

1991 SALARY SURVEY QUESTIONNAIRE

Covering Office, Professional, Data Processing and Management Positions
For Salaries Effective February 1, 1991

AMS Chapter Name ______________________ **Company Code: M** _______ **NM** _____

Chapter Chairperson Name & Phone ______________________

IMPORANT — PLEASE READ

1. **Complete the identifying information below.** We ask that you provide your name, address and phone number so that a) we may reach you to verify information, and b) be able to send you the final published report. **All the information in this survey is strictly confidential.**

2. **All data will be held in the strictest confidence by Association Research, Inc. an independent survey research firm. Under no circumstances will the names of participants or the information they provide be revealed. No company data will be shared with any AMS staff or member.**

3. **Report salary data effective February 1 for:**

   - **Comparable positions** in your company whose responsibilities are largely similar to those outlined in the accompanying position descriptions.
   - Employees located in your **metropolitan area only.**

4. **Report average salaries.** If more than one employee is assigned to the position, report the average salary of all employees in the position. If there is only one position, report the actual salary for that employee.

5. **Return your completed questionnaire by February 22nd to:** ASSOCIATION RESEARCH, INC., 15850 CRABBS BRANCH WAY, SUITE 160, ROCKVILLE, MD 20855 or Fax (301) 948-1435.

HOW TO OBTAIN YOUR COMPLIMENTARY COPIES OF THE COMPLETED SURVEY REPORT

As a participant in this survey, you are entitled to complimentary copies of the *1991 AMS Office, Professional and Data Processing Salaries Report* and *1991 AMS Management Salaries Report* when they are available. If you would like the complete report sent to you, please complete the information below. We thank you for your contribution to the 1991 survey series.

Please check the report(s) you are interested in receiving. As a participant, you will only be invoiced for the survey's $10 shipping and handling charge.

☐ 1991 AMS Office, Professional and Data Processing Salaries Report ($250 value)
☐ 1991 AMS Management Salaries Report ($150 value)

NAME ______________________
COMPANY ______________________
ADDRESS ______________________
CITY ______________ **STATE/PROV** __________ **ZIP/POST** ________
TELEPHONE ______________________

PLEASE RETURN THIS QUESTIONNAIRE TO:
ASSOCIATION RESEARCH, INC., 15850 CRABBS BRANCH WAY, SUITE 160, ROCKVILLE, MD 20855 (OR FAX) (301) 948-1435.

PROFILE INFORMATION

1) Primary type of business (*Check one*)

☐ Manufacturing
☐ Construction
☐ Banking
☐ Finance
☐ Insurance
☐ Business Service
☐ Healthcare Service
☐ Retail
☐ Wholesale Sales & Distribution
☐ Utilities
☐ Transportation
☐ Communications
☐ Education
☐ Government
☐ Associations/Non Profit
☐ Other____________________

2) Number of company employees in your metropolitan area (*Check one*)

☐ 1-100 employees
☐ 101-250 employees
☐ 251-500 employees
☐ 501-1,000 employees
☐ 1,000 + employees

3) Your city ____ State______________

4) If AMS member, your chapter ____

5) What is your company's salary increase budget for non-exempt (hourly) employees for 1991 and 1992? Report to the nearest tenth of percent, such as 4.9%)

Approved 1991: ________________ % Planned 1992: ________________ %

6) What is your company's salary increase budget for exempt (salaried) employees for 1991 and 1992?

Approved 1991: ________________ % Planned 1992: ________________ %

7) What is your average workweek? ________ hours

1991 OFFICE, PROFESSIONAL AND DATA PROCESSING SALARY SURVEY

For 40 Positions - Salaries Effective February 1, 1991

NOTE: ***Round ANNUAL** salaries to nearest whole dollar. Report rates for full-time, permanent employees in your metropolitan area only. Do not include overtime pay, shift differentials, bonuses or any extra compensation which is not paid regularly.*

POSITION	ANNUAL STARTING RATE *	ANNUAL AVERAGE RATE **	NUMBER OF EMPLOYEES IN THIS POSITION
CLERICAL POSITION			
1. Accounting Clerk			
2. Senior Accounting Clerk			
3. Accounts Payable Clerk			
4. Accounts Receivable Clerk			
5. Benefits Clerk			
6. Clerk Typist			
7. Credit and Collection Clerk			
8. Customer Service Representative			
9. File Clerk			
10. General Clerk			
11. Mail Clerk			
12. Payroll Clerk			
13. Personnel Clerk			
14. Purchasing Clerk			
15. Shipping/Receiving Clerk			
16. Switchboard Operator/Receptionist			

** Report starting rate for position as of February 1, 1991. If not available, write N.A.*
*** If more than one employee, report average for all employees in the position; if only one employee, report actual rate.*

POSITION	ANNUAL STARTING RATE *	ANNUAL AVERAGE RATE **	NUMBER OF EMPLOYEES IN THIS POSITION
SECRETARIAL POSITIONS			
17. Word Processing Operator			
18. Secretary/Administrative Assistant			
19. Senior Secretary/Administrative Assistant			
20. Executive Secretary/Executive Assistant			
PROFESSIONAL POSITIONS			
21. Buyer			
22. Purchasing Agent			
23. Accountant			
24. Senior Accountant			
25. Auditor			
26. Senior Auditor			
27. Collector			
28. Compensation Analyst			
29. Benefits Specialist			
30. Personnel Assistant			
31. Training and Development Specialist			
DATA PROCESSING POSITIONS			
32. Data Entry Operator			
33. Senior Data Entry Operator			
34. Computer Operator			
35. Senior Computer Operator			
36. Programmer			
37. Systems Analyst			
38. Programmer/Analyst			
39. Senior Programmer/Analyst			
40. PC Specialist			

** Report starting rate for position as of February 1, 1991. If not available, write N.A.*
*** If more than one employee, report average for all employees in the position; if only one employee, report actual rate.*

MANAGEMENT SALARY SURVEY

For 40 Positions - Salaries Effective February 1, 1991

NOTE: *Round ANNUAL salaries to nearest whole dollar. Report rates for full-time, permanent employees in your metropolitan area only. Do not include overtime pay, shift differentials, bonuses or any extra compensation which is not paid regularly.*

POSITION	ANNUAL STARTING RATE *	ANNUAL AVERAGE RATE **	NUMBER OF EMPLOYEES IN THIS POSITION
41. Accounting Manager			
42. Auditing Manager			
43. Branch Manager			
44. Building Services/ Facilities Manager			
45. Compensation and Benefits Manager			
46. Computer Operations Manager			
47. Controller			
48. Credit & Collection Manager			
49. Customer Service Manager			
50. Data Processing Manager			
51. Employment Manager			
52. Human Resources (Personnel) Manager			
53. Marketing Manager			
54. Office/Administrative Services Manager			
55. Payroll Manager			
56. Purchasing Manager			
57. Records Manager			
58. Sales Manager			
59. Accounts Payable Manager			
60. Computer Operations Manager			
61. Data Entry Supervisor			
62. Mailroom Supervisor			

WE WELCOME YOUR INPUT!

How can these surveys better meet your needs? What positions would you like to see covered? Please write your comments in the space below.

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* *Report starting rate for position as of February 1, 1991. If not available, write N.A.*

** *If more than one employee, report average for all employees in the position; if only one employee, report actual rate.*